Evaluation and Statistics

The office of Evaluation and Statistics provides analytical information to policy makers and other staff concerning Georgia's inmates, probationers, and correctional programs. That information may range from statistical trend analyses focused on a specific cohort to a long-term assessment of program performance to impact analyses of proposed legislation.

This year the office has developed several routine reports aimed at communicating to managers an array of standard data items about offenders and the facilities and programs that serve them. One such report is the Weekly Inmate Status Report which tracks movement into and out of the state's prisons and transitional centers. Another is the Female Offender Trend analysis developed two years ago.

The office's Statistics Unit extracts data concerning inmates and probationers from the computer for agency personnel, other state agencies, federal agencies, and the Georgia legislature. In addition to the trend analyses mentioned above, the unit this year provided data to numerous federal agencies including National Prisoner Statistics, Internal Revenue Service, and the Social Security Administration. Staff completed computer programs to identify special management inmates in the prison system and helped to design a new computer file for data, and performed extensive maintenance on existing computer programs.

During this year the unit continued its evolution from a data retrieval function to one of the data analysis and interpretation. Staff analyzed correctional data for presentation at several administrative conferences, at a judicial training session, and at the second national workshop on female offenders.

The office's Evaluation Unit provides assessments of institutional and community corrections programs. Evaluation findings are formulated into written and verbal reports designed to assist administrators in decision-making. They include analysis of performance and outcomes of both ongoing and pilot programs and recommendations regarding the most efficient and effective approaches to managing offenders. Agency priorities as identified in policy planning processes may dictate areas for evaluation, or individual managers may request an evaluation of a specific program. Topic areas may also be determined as a response to specific litigation, or issues considered to have potential for liability.

Recent evaluations have focused on several institutional and probation programs. Special Alternative Incarceration has been the subject of considerable interest and inquiry from administrators, media, and other correctional organizations. The evaluation will analyze the program's operation over a five-year period. The Intensive Probation Supervision (IPS) evaluation completed in 1986 continues to receive widespread publicity; a current evaluation project focuses on an enhancement of IPS which uses electronic monitoring in a house arrest variation.

Other projects include an evaluation of the Substance Abuse Training Program being piloted at Bostick Correctional Institution and a follow-up

to a study of the incidence of mental retardation among Georgia's prisons. The follow-up looks at the institutional programming provided to inmates identified as mentally retarded and the behavioral adaption of these inmates to prison.

Evaluation reports are published in written form and are also presented in oral reports and graphic displays to administrators at all levels. Formal evaluation reports often receive wide circulation within the criminal justice community and have been the subject of national recognition. Evaluators have presented findings on panels sponsored by numerous professional organizations at the national level. One evaluator earned the 1987 Sam Houston State University Award given annually for the most significant article published in a national journal by a practitioner in the field of criminal justice.

Court Services

The primary mission of the Courts Services Unit is to supervise and coordinate on a statewide basis the identification and collection of information and other resources needed by the Office of the Attorney General for the effective representation of the department's interests in diverse areas of the law.

A second mission is to coordinate the development by agency staff of plans, schedules, budget requests and policies to implement court-ordered decrees, and to advise the commissioner of any problems which need to be resolved in order to meet court requirements or to comply with advice given by the attorney general.

A third and growing function concerns the maintenance of an administrative hearing component within the unit which provides a due-process mechanism for inmates contesting transfer to psychiatric hospitals and for inmates who file administrative grievances generally concerning conditions of their confinement. This function not only attempts to assure that certain rights guaranteed to inmates by the law are properly protected, but that legitimate inmate grievances are resolved administratively.

A fourth function of the unit is providing administrative support in real property acquisitions and construction of correctional facilities. In this capacity, the unit acts as the department's liaison with the attorney general's office and state authorities in obtaining construction and sales contracts, easements, utility licenses, certifications of title and boundary line surveys. Additionally, this unit provides assistance in the preparation of rental agreements for leased community-based facilities and frequently represents the department in negotiations with landlords.

Special Services

During FY87 the Special Services Unit provided fiscal and monitoring support to approximately 30 local or federally funded projects or programs. Funding sources in FY87 included the U.S. Department of Justice,

National Institute of Corrections, State Department of Education, Metropolitan Atlanta Community Foundation, Inc., and private donations. Total funding for FY87 exceeded $1,250,000.

The Financial Aid to Counties and the Local Jail Improvements programs continued to be fiscally administered by the unit in FY87, generating approximately 57 contractual agreements with city and county governments to improve and expand county correctional institutions that house state inmates and to improve local jails. State funding appropriated for these programs was approximately $1,950,000.

Risk/Fleet Management

The Risk/Fleet Management Section manages the department fleet, coordinates employee and property insurance programs, processes property loss claims against the department and promotes the department's safety program.

Fleet management includes budgeting, purchasing and surplusing vehicles used by all divisions in the department. Selecting vehicles for each specific job is handled by this section. As of June 30, 1987, there were over 800 vehicles in the department of all sizes and descriptions. More diesel and 4 cylinder-powered vehicles were purchased in FY87 in a continuous effort to select vehicles that are designed for specific tasks and for efficient, longer operation. The Vehicle Operating Manual was updated to include more detailed instructions to improve preventive maintenance and to update operating guidelines. The director served as secretary in the Atlanta Chapter of National Association of Fleet Administrators. Operating guidelines will be based on fleet management guidelines used by major fleets. In FY87 the reconditioning program was coordinated by this section to repair selected vehicles to extend operating life rather than buy new replacements. Large savings were realized with limited funds and the program will be expanded in FY88.

Insurance-related items included updating all property registers on buildings and contents to assure adequate insurance coverage. Vehicles are also insured and high mileage, expensive vehicles are covered by collision insurance. Special insurance policies, vehicle accidents and property damage claims are coordinated by the section with various other state agencies and commercial firms.

This section processes "Over $500" and "Under $500" claims submitted by citizens to the Claims Advisory Board in the office of the Secretary of State. Such claims are for property loses which citizens believe are the fault of agency personnel and are not covered by various insurance programs. In FY87, 78 claims were processed.

The safety program was promoted by issuing safety bulletins on many subjects, by printing messages on check stubs and by articles in the departmental newsletter. Facilities conduct safety committee meetings to discuss accidents and inspections and submit reports to this unit. The use of seatbelts received continuous promotion in FY87 and will be highlighted again in FY88 to encourage more employees to use seatbelts. Removing

hazards in the work place and reducing personal injuries also was addressed in FY87. The reduction of vehicle accidents and property damage was also reviewed with emphasis placed on more driver training beginning with "high mileage" drivers.

Budget

This section has responsibility for the development of the agency's annual budget which is derived from their evaluation of a need or a request from all units in the department. It also prepares quarterly allotment requests for funds to cover operating expenditures.

After submission of the request, the budget office monitors the progress of the request through its many steps prior to its becoming an appropriations bill. This requires the constant preparation of additional justification documents to support the agency's request.

During the year expenditures are monitored and problems are reported to the proper managers. If adjustments are required, amendments are prepared. (See financial data in appendix.)

Information Services

The Information Services Section serves the information needs of the general public, the news media, other state and national governmental agencies and high school and college criminal justice programs. The office also functions as an intradepartmental communications channel.

The section works to maintain a positive community perception of GDC's mission through:

News releases
Speaking engagements
Replies to written and telephonic requests for information
Coordination of media visits to institutions
Special events
Coordination of major news conferences
Publications
Special surveys and research
Media productions
Employee activites
Community relations

Planning

The Planning Section's primary responsibility is to provide planning assistance to all areas of the agency. The section assists departmental managers in identifying major issues, setting priorities, and developing ideas and strategies that address these matters. The changing and growing

offender populations in institutions and on probation, and the increasing public concern and awareness of correctional matters coupled with demands for harsher punishment for certain crimes have made it vital that there be careful planning for the most effective and efficient use of agency resources.

The Planning Section's projects can take several forms. Among them are projects dealing with problems that require an immediate response, short-term projects, technical assistance projects and long-range projects.

Immediate response projects may require several days or weeks of intense effort to assist the commissioner's office or other agency managers in meeting the needs of the governor or the legislature. These may include urgent requests for information and often demand that existing plans be implemented very quickly or that new proposals be developed.

Short-term projects may last several weeks or even months with a focus on providing a final product or finished document addressing a particular area of concern for the agency. Development of architectural space programs for probation detention centers and for new 750-bed prisons are examples of these projects.

Technical assistance projects usually involve processes or procedures developed in the section for use by other areas or divisions. For example, the Planning Section is computerizing data on prison bedspace capacity and utilization. When this project is completed, the materials will be turned over to the Division of Facilities, and staff in that division will be trained to maintain this database.

Long-range projects are those with impact over the next several years and include efforts to provide a "road map" for the agency's development as we move toward the year 2000.

The Planning Section had a coordinating and supporting role in several activities with long-range applications. Examples of the section's activities during the past year include:

-- Coordinating the work of the Human Resource Committee, which was established to study and propose solutions to the staff-related issues that interfere with the smooth and efficient operations, development and growth of the department.

-- Establishing and initially coordinating the Population Management Committee, which was to address the short and long-term management of our growing offender population.

-- Beginning work on an agencywide Female Offender Plan to develop bedspace and program recommendations for women offenders in prison and in community programs.

-- Developing the Reduction in Inmate Idleness Project, which will develop plans to have more inmates productively employed.

-- Developing an Agency Emergency Response Plan, which will clearly

outline the responsibilities of staff in emergency situations.

– Continuing to develop architectural program plans for new facilities as they are proposed, which involves both analysis of the current and projected offender population and extensive work with other agency staff to ascertain the best possible use of the physical plant.

The Planning Section helps department managers identify major issues, set priorities, and develop ideas and strategies to address those matters.

Division of Facilities

The Division of Facilities supervises all state and county correctional institutions and transitional centers. The basic mission of the division is to enhance public safety by efficiently assuming and maintaining custody of legally committed inmates until they are legally released.

The operations of the division are guided by the principle that correctional facilities should be operated in a humane, but secure, orderly and disciplined manner. To that end, appropriate provision is made for the health and safety of both the inmate population and the staff assigned to the facilities.

The work ethic is recognized as a basic element of inmate management. Productive use of inmate time is essential to the maintenance of physical and mental health as well as the orderly operation of the correctional system.

Rehabilitative programs are available so that inmates can be trained to perform productive work, taught to live in a disciplined environment and can receive treatment for serious emotional or physical disabilities.

Inmates are also prepared to return to society as law-abiding citizens through programs of supervised gradual reentry into the community.

Organization

The organization of the division is a reflection of the operational philosophy that has been adopted. The division includes state and county correctional institutions and state transitional centers. In addition to confinement these facilities provide a wide range of work, training, and rehabilitative opportunities. There are also two major units that are responsible for inmate classification and placement decisions and for investigating and resolving inmate grievances.

State and County Institutions

In FY 1987 the Division of Facilities operated 25 state prisons and six transitional centers. Custody of state inmates was also provided by 27 county correctional institutions. At year's end, the inmate population was 15,641 in state facilities and 2,809 in county facilities. The system operated at 108 percent of capacity. And there was an average of 1830 inmates in county jails awaiting processing into the state system.

During this year two new state correctional institutions and a new unit at another correctional institution were opened. These additions are part of the department's ongoing planned expansion of capacity.

The new A.L. "Al" Burruss Correctional Training Center, housing 300 inmates is co-located with the Georgia Public Safety Training Center (GPSTC) on a 500-acre reservation in Forsyth. Inmates from this institution

provide service and maintenance labor support for GPSTC resulting in substantial savings in tax dollars. A 100-bed Special Alternative Incarceration (shock incarceration) unit is also located at the Burruss institution.

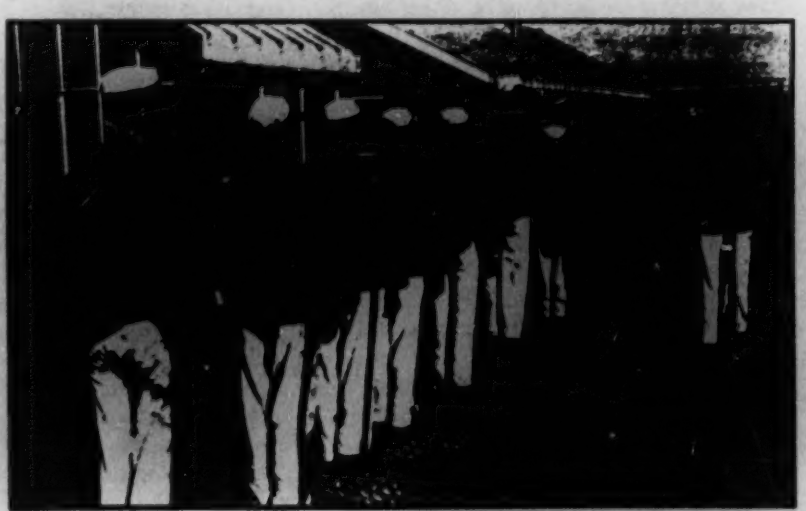
The second state correctional institution opened this year is Bostick Correctional Institution in Hardwick. An existing state-owned building was converted into a 500-bed facility designed primarily for DUI and habitual violator offenders.

Another 160 beds came on line with the opening of a new unit at the Rogers Correctional Institution in Reidsville. Rogers CI inmates provide labor for the operation of a massive farm which supplies produce, meat, and milk for the prison system.

Capacity at county correctional institutions was reduced by 24 beds in FY87. Terrell County authorities made an administrative decision to eliminate five beds. In Gwinnett County, a classification lawsuit against the Gwinnett County jail resulted in a consent order limiting the number of detainees housed there to 100. This necessitated the conversion of use of two dormitories (75 beds) from state inmates to jail detainees at the Gwinnett County Correctional Institution. Somewhat offsetting the loss of these beds was the opening of the Screven County Correctional Institution with 56 beds for state inmates.

Special Alternative Incarceration

Special Alternative Incarceration, often referred to as "shock incarceration," is designed to deter young, impressionable offenders from a life of crime. It attempts to instill moral values and self respect in young criminals through a regimen of drill, discipline and hard physical labor, much like military training.



These offenders are about to experience the harsh realities of prison life in a 90-day "shock incarceration" program.

SAI incarcerants serve 90 days in special units located on the grounds of regular prisons. They do not associate directly with the regular inmates, but being housed in such close proximity produces a powerful awareness of the realities of prison life.

If they successfully complete the SAI program, the young offenders complete the remainder of their sentences under some form of probation supervision. If not, they may have their probation revoked and have to serve out their sentence in a state prison. In a very real sense, SAI is the last chance for these young men.

In terms of positive results, SAI has exceeded expectations with a success rate of almost 80 percent. Officials from many other states have come to Georgia to study the program and many have either developed programs or are in the process of doing so based on the GDC model.

In FY 1987, SAI capacity was expanded to 200 with the opening of a 100-bed unit at the new A.L. Burruss Correctional Training Center.

Women's Services

The Georgia Women's Correctional Institution, located in Hardwick, houses 700 inmates. An additional 232 are housed in three transitional centers in Atlanta and Macon. There are over 16,000 women on probation. Two additional options for women are diversion centers, one in Atlanta, 40 beds, and one in Albany, 29 beds, and the community service program. Approximately 80-100 women are backlogged in county jails at any given time, waiting to be moved to the state prison.

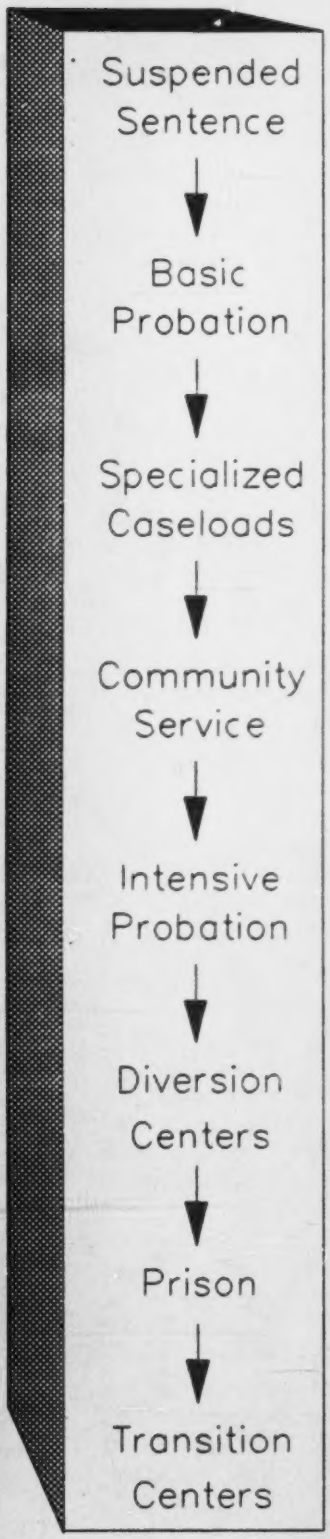
One of the vocational training programs offered women inmates is the dental program.

Programs have been designed to meet the needs of every class of female offender. Available education opportunities range from remedial training through college course work coordinated through Georgia Military College. Vocational training includes clerical, dental, cosmetology, carpentry, drafting, auto repairs and other programs. General and group counseling and various special groups help inmates in self-awareness, values clarification, drug and alcohol problems, parenting problems and other special areas. Coping skills are taught for older women, and there are two special management units for inmates with disruptive behavior problems.

Project REACH, the state's parenting program for incarcerated mothers continues to grow and has received national recognition. The program involves support and parenting education, as well as special visitation opportunities. An advisory board and strong support from the Georgia Department of Corrections, the University of Georgia's School of Social Work and the Georgia College have contributed to the program's progress.

The recreation staff at GWCI has been very effective in using drama as therapy. The women participate actively in writing, producing, and acting. The annual Halloween Carnival, held within the prison confine, was submitted for national recognition to the Awards Committee of the National Correctional Recreation Association.

A Continuum of Confinement for Female Offenders in Georgia



SUSPENDED SENTENCE

In least-serious cases where supervision or confinement would serve no purpose, judges may opt to suspend the sentence with no obligation by the offender except to obey the law, and perhaps to pay a fine. If there is a new offense, the judge may activate the suspended sentence.

BASIC PROBATION

Probationers are classified using an instrument that predicts risk of failure on probation. Based on the score, the probationer is placed in minimum, medium, high, or maximum supervision. The higher the level, the more the supervision. Judges may specify additional special conditions, including fines, restitution, drug screening, etc.

SPECIALIZED CASELOADS

Some women probationers are placed on "Specialized Caseloads", a form of probation in which the supervision is geared to address special needs of women, including the responsibilities of being a parent, and preparation of skill-less women for employment.

COMMUNITY SERVICE

As an additional condition, some probationers are ordered to perform Community Service, which is defined in the law as "uncompensated work by an offender with an agency for the benefit of the community." This option promotes the work-ethic approach to punishment.

INTENSIVE PROBATION SUPERVISION

The Georgia IPS program is nationally recognized as the "strictest form of probation supervision in the country." Two probation employees work as a team in supervising a small caseload of 25 probationers. There are five contacts per week, including nights and weekends, and a curfew except during working hours. IPS cases also perform Community Service, and are randomly screened for drug abuse.

DIVERSION CENTERS

As a condition of probation, a judge may require that a probationer be assigned to a Diversion Center. The probationer lives at the center, but works at a regular job in the community. The probationer's paycheck is turned in to the Center, and room, board, fines, restitution and family support are deducted. The probationer participates in various educational and counseling programs while at the Center.

STATE PRISON

Imprisonment is a last resort -- either for a clearly dangerous violent offender who can be housed nowhere else, or for a nonviolent offender who has exhausted all alternative forms of punishment.

TRANSITION CENTERS

Before re-entering society after a serving a term in state prison, most women spend a few months in a Transition Center. Emphasis is on the responsible behaviors needed in society: keeping a job, and peacefully co-existing with peers

Transitional Services

Transitional centers are pre-release facilities in the community where men and women may serve the last few months of their sentence prior to release from prison. This structured setting provides counseling and job-related instruction on finding and maintaining employment. The primary goal of the transitional centers is to facilitate the development of individuals' self-discipline and responsibility and to promote skills required for positive re-entry into society. Residents are selected after recommendation by the institution, or as referrals by the Board of Pardons and Parole. They must meet certain eligibility standards and criteria established by the department.

The program combines treatment with work release. Residents acquire knowledge and skills in consumer education, life skills and community responsibility. Drug and alcohol education is required. Residents are assisted in gaining and maintaining employment. They assume the cost of room and board at the center and also assist their families, pay taxes and save money for their releases.

Interaction with the local community is strongly emphasized. The center is a source of employment for local businesses, and in turn, the community provides resources and support to the center. Many local volunteers work in the centers. Residents are encouraged to become involved in community activities.

There are five transitional centers in Georgia, with a capacity of 463. Of these, 192 bedspaces are for women. In FY87, 973 offenders went through the transitional center program. They earned $2,421,912, paid $457,540 in taxes and returned $608,055 to the state in room and board payments.

Offender Administration

The Offender Administration Section is responsible for receiving offenders sentenced to be incarcerated, monitoring their movement within the system and assisting their return to the community. The division administers these functions through utilization of statewide classification procedures.

The section is composed of four separate units. The Classification and Assignment Unit is responsible for inmate classification, assignment, reclassification, and extradition of escapees.

The Reception and Release Unit administers sentence reception from 159 counties to include recomputations due to amended sentences, processing releases, court productions and detainer agreements. The Records Unit establishes and maintains a file of all active inmates as well as those under parole supervision.

The Data Collection Unit maintains all computerized inmate records. They conduct the retrieval of statistical information for various reports used in the overall management of the inmate population.

FY 1987 Inmate Transactions

New Sentences Received	17,669
Releases Processed	12,449
Inmate Files Established	13,406
Inmate Files Closed Out	12,375
Jail Subsidies Paid	$1,458,374

Inmate Affairs

The Inmate Affairs Unit receives all complaints, grievances, disciplinary appeals, claims for lost property and correspondence generated by the inmate population. The unit investigates and assists in the resolution of inmate problems and ensures the availability of formal channels of communications and conflict resolution.

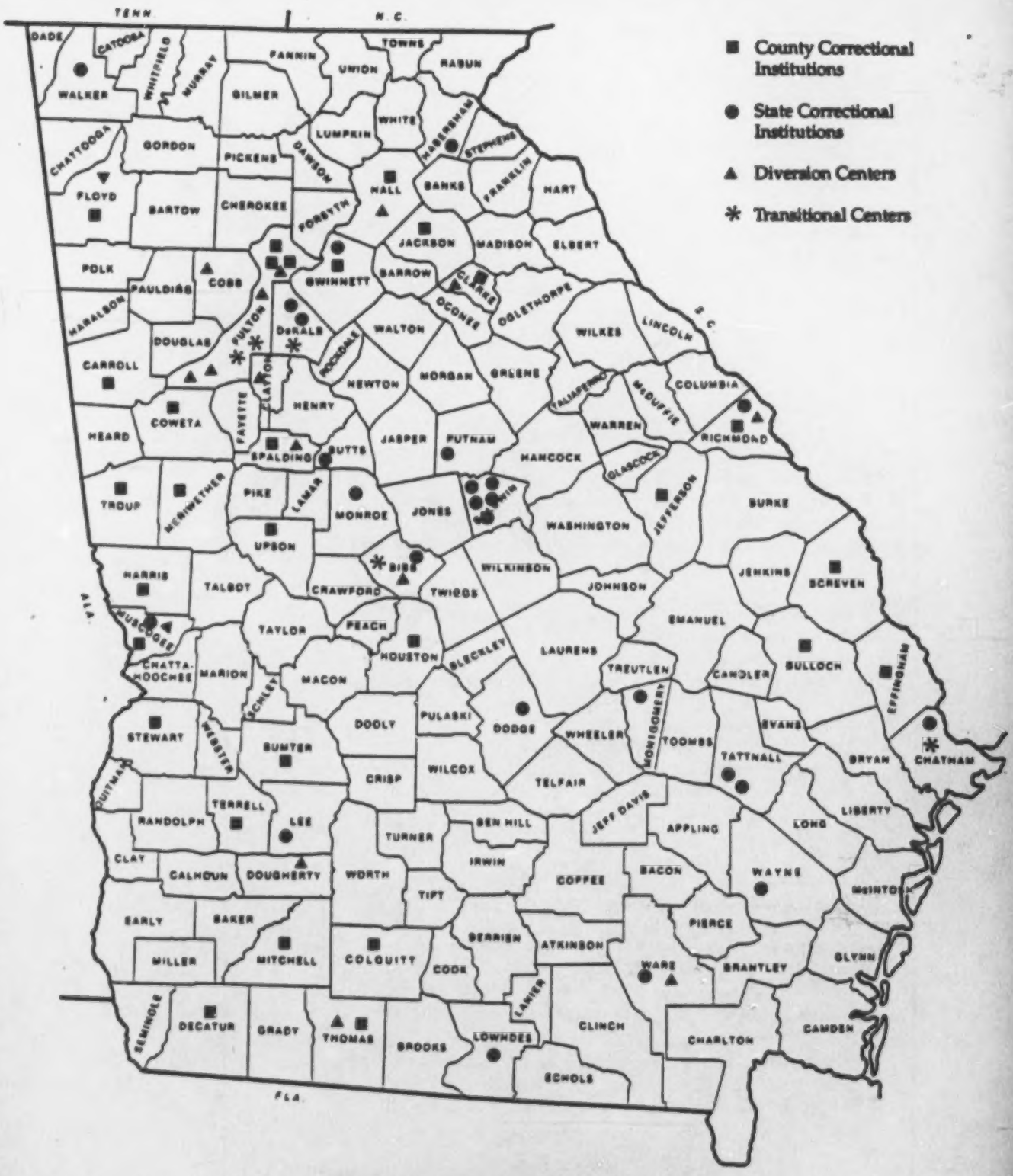
A total of 12,559 separate pieces of correspondence was received by the Inmate Affairs staff in FY 1987. This figure includes inquiries from inmates, families, friends, attorneys, various state and federal officials, and the Governor's Office. The types of correspondence were:

Inmate Grievances	1,628
Inmate Disciplinary Appeals	1,036
Inmate Property Claims	89
Other Correspondence	9,806
Total Correspondence	**12,559**

In addition to these routine responsibilities, during FY 1987 the Inmate Affairs Section has been involved in:

–Submitting the department's grievance procedure to the U.S. Justice Department for federal certification.

–The Statewide Disciplinary Investigator's Training Program.



GEORGIA CORRECTIONAL FACILITIES

General Administration

The General Administration Division provides the basic business and personnel functions of the agency so that the operational divisions can carry out their missions in the service areas with minimal problems.

The division performs a variety of functions to ensure that the agency does the best possible job of meeting legal requirements in the most efficient manner. At the same time the division must guarantee that the employees are treated as important individuals and that they are provided with the adequate services and training necessary for performing their jobs.

Although federal, state and other regulation requirements are a primary concern of the division, it also has the responsibility of reviewing and initiating new ideas in order to maintain a progressive posture in dealing with strenuous requirements and limited resources.

Accounting and Payroll

The Accounting and Payroll Office keeps records on all expenditures made by departmental budget units; issues checks for funds on deposit; prepares the department's semimonthly payroll; and compiles and submits fiscal reports concerning the monetary resources of the department and the State Board of Pardons and Paroles. It provides necessary documentation to the State Department of Audits as required by law and departmental rules and regulations.

1987 Transactions

Documents Entered Into System	357,435
Total Checks Issued	239,550

Fiscal Audits

The objective of the Fiscal Audit Section is to provide pertinent, timely information to management concerning field unit operations and to scrutinize financial and other records for problems or potential problems. The audit section trains unit personnel in fiscal affairs at the unit site, as well as verifying that the trust fund account's liabilities are in agreement with the total amount of cash on deposit.

The audit section examines records for proper control of funds and property; accuracy of data generated by both automated and manually maintained records; adherence to generally accepted accounting procedures; and adherence to department policy, rules and regulations, and laws.

Audits Conducted in FY 1987

Probation offices	88
Center operations	16
Correctional institutions	22
Central recreation fund	1
Conversion from manual to automated records	16

There has been an increase in funds receipted into the GDC trust accounts every year. The amount of funds deposited into the department's trust accounts for FY 1987 was in excess of $114,400,000. This is an increase of over $20,000,000 (21.3%) from last fiscal year. The audit section serves to gather, analyze and distribute financial information concerning trust funds for the department administrators upon request.

An audit report is sent to divisional and unit administrators describing the condition of the fiscal records and noted exceptions to department policy. These reports, to be used as a tool to improve fiscal operations, require a written response by the managers maintaining such records.

Purchasing, Administration Support, & Care and Custody

Throughout fiscal year 1987, this unit continued to provide daily technical support functions for the Department of Corrections as well as provide the primary interface with the Georgia Department of Administrative Services. Specific functions of this unit include purchasing, care and custody, Central Office and Distribution Center, property control, telecommunications, and mail and distribution.

In these areas significant change has been accomplished by improving and publishing operating procedures. Additionally, significant increases in productivity have resulted from the computer automation of procedures that were formerly completed manually.

The Distribution Center manages uniforms for all inmates.

Purchasing activity for FY87 approached 22 million dollars, a significant increase from the slightly more than 19 million dollars of FY86.

The Care and Custody Distribution Center (located in the Georgia Public Safety Training Center (GPSTC) complex in Forsyth) has continued to refine procedures during its first year of operation. In addition to stocking and issuing a full range of employee uniforms, the center also provides "cadet" uniforms for newly employed correctional officers who are attending basic training at GPSTC. Security supplies and equipment as well as inmate uniforms and supplies are also stocked and distributed.

Property Control has completed numerous property audits throughout the department. Based on the result of these audits, significant changes have been made to existing property control procedures. These changes focus on the necessity of decentralizing property control and accountability procedures to the lowest level possible to improve both accuracy and accountability.

Personnel Administration

Personnel administration of state employees is governed by a large body of federal and state laws, State Personnel Board rules and departmental policies and procedures. The department's personnel office serves as both the employee advocate and the management office to assure that this important resource is handled with fairness and efficiency.

The Transactions Unit processes all changes in pay and status such as placing an employee on permanent status after completion of working test, changing pay when an employee has been granted regular merit or special merit increases and handling changes in pay brought about by Merit System reclassifications. This unit also handles the administration of hirings, certifications, transfers, promotions, retirement and death. Approximately 30,873 personnel actions, including certification and register requests were handled in FY87 by this unit.

The Classification Unit processes changes to positions. Changes include establishing new positions, updating duties and responsibilities of current positions, and reallocating positions to appropriate classes based on assigned job functions. Most changes require on-site evaluations known as position audits. A total of 363 position audits, informational audits, and consultations were conducted during the fiscal year.

The Benefits Section is a highly active unit which works with all department employees regarding benefits available in the State Flexible Benefit Plan. These include health insurance, group life, accidental death and dismemberment, short and long-term disability, dental insurance and spending accounts. Other benefits include savings bonds, deferred compensation, credit union, direct bank deposits and miscellaneous individual insurance plans. This section is also responsible for ensuring that all special merit increases and supplemental pay meet the guidelines and rules and regulations of the department and the Merit System. Other responsibilities include computing and verifying claims for overtime, hourly pay and fee pay.

The personnel office is also responsible for administering the Fair Labor Standards Act as well as other programs such as "injury leave without pay" and tax charged for personal usage of state vehicles.

The Employee Relations/EEO Unit ensures that equal employment opportunity is a reality. This unit is responsible for investigating charges of unjust discrimination based on race, sex, age or other cause.

Employee disciplinary matters are handled by the commissioner's designee for adverse action. If the adverse action is appealed by the employee, the commissioner's designee must conduct an investigation. Each appeal results in an administrative hearing, almost equivalent to a trial.

GDC's personnel staff supports the second largest state department in Georgia with approximately 7,100 positions.

During the fiscal year ending June 30, 1987, a general class reassignment of one paygrade was given to state employees. The general class reassignment was on a dollar for dollar basis and was designed to improve the state's competitive position in the labor market and to increase the earning potential of employees at the top of their paygrades. Also, the following classes were given additional reassignments:

Correctional Officer I - 1 paygrade
Correctional Officer II - 1 paygrade
Dental Hygienist - 2 paygrades
Senior Dental Hygienist - 2 paygrades
Dentist - 3 paygrades
Dental Specialist - 3 paygrades
Physician - 1 paygrade

Incumbents in the above classes were placed on the lowest step of the new paygrade which would reflect an increase in pay.

The Flexible Benefits Plan was upgraded to include spending accounts which allow employees to save money on a pre-tax basis for child care, medical expenses and legal expenses. The medical spending account includes expenses for medical, dental and vision care not paid for by an insurance plan.

Employee Growth

Fiscal Year	No. Classified Positions	Increase Over Previous Year
FY83	5,355	738
FY84	5,762	407
FY85	6,146	384
FY86	6,569	423
FY87	6,842	273

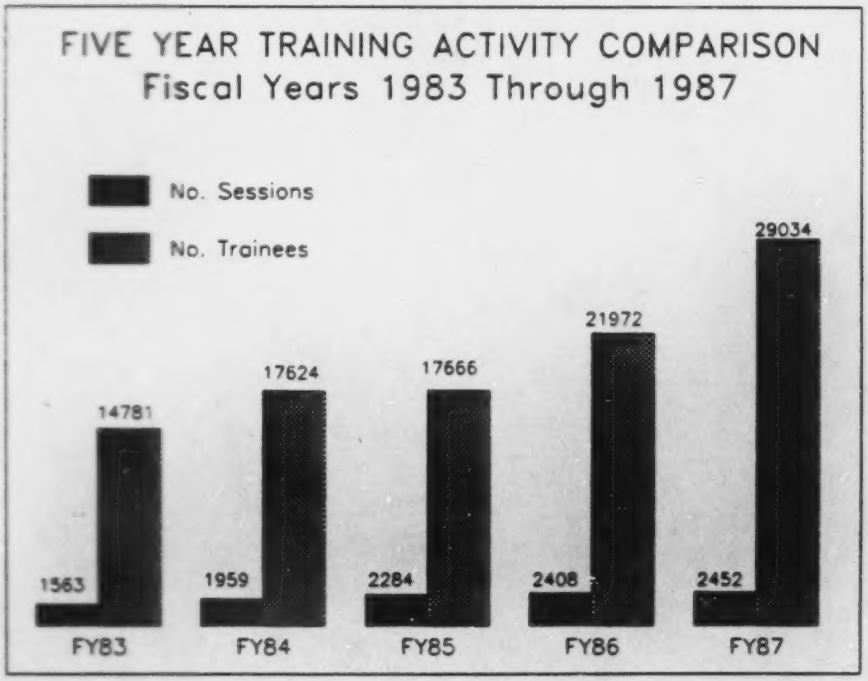
Race and Sex Distribution

As of June 30, 1987

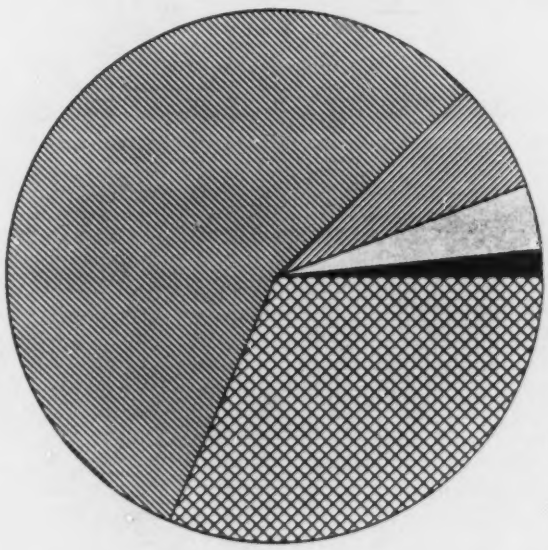
WM	WF	BM	BF	Other	Total
3,478	1,506	1,499	638	50	7,171
48.5%	21.4%	10.9%	8.9%	.7%	100%

Staff Training and Development

A total of 29,034 trainees attended 2,452 training sessions held by the department this year. This translates into 399,316 student contact hours. This activity was reported on 2,452 classroom rosters. To record the information required 51,474 data entries. The department's training academy in Forsyth completed its first year of operation in the new Public Safety Training Center.



PERCENTAGE OF TRAINEES ATTENDING Courses In Each Category for FY87



- Merit System 1.6%
- Mandated By Law 4.0%
- Court Ordered 6.7%
- GDC Regs. 56.2%
- Bsc/Adv In Serv 31.5%

Industrial Operations/ Programs

The Industrial Operations/Programs Division is one of the department's support divisions which provides products and services to the operating divisions of the Department of Corrections. Its responsibilities include the areas of food and farm services, inmate programs, health and mental health services, and management of the Georgia Correctional Industries Administration. The division's 1,282 employees are located in institutions and offices throughout the state.

Food and Farm Services

The mission of the Food and Farm Services Section is to provide a nutritionally balanced meal meeting all regulatory standards for inmates and residents in the most cost-effective manner.

A total of 13,400,895 meals were prepared and served by correctional facilities during fiscal year 1987. This is an average of 36,715 meals per day. In addition, approximately 3,567,770 meals were prepared by Central State Hospital and served to inmates at the Middle Georgia Complex. Another 87,866 meals were prepared by the Georgia Public Safety Training Center and served to inmates at the Al Burruss Correctional Training Center.

Major Accomplishments

Construction was completed on these farm-related projects:

Rogers Correctional Institution:
Cannery:
60' x 80' warehouse
20' x 80' cooler/freezer area
10' x 80' loading dock
Paving and underground drainage systems

Meat Plant:
Paving and underground drainage system at abattoir
Paving of entrance to meat plant, approximately 1/4 mile

Dairy:
118' x 12' wastewater lagoon

Montgomery Correctional Institution
Remodeled space and installed equipment to begin an egg-candling operation

Began construction of 100' x 300' waste lagoon
Began construction of 20' x 50' warehouse

Georgia Industrial Institute:

Meat processing plant

Construction was begun on these capital outlay projects:

--A dining facility at Rutledge Correctional Institution

--A new meat plant for the Food Distribution Unit in Milledgeville

A monumental addition to the farm program was the purchase of a 2,631 acre feed lot/beef unit, known as Indian Ford Farm. This operation is stocked with 500 head of brood cows and 1200 feed lot cattle.

Approximately 100 acres leased from the Ware County Airport Authority was placed into animal feed production.

Beef brood cow herds at Rogers Correctional Institution and Georgia Industrial Institute were expanded from 800 to 1100, and from 100 to 175, respectively.

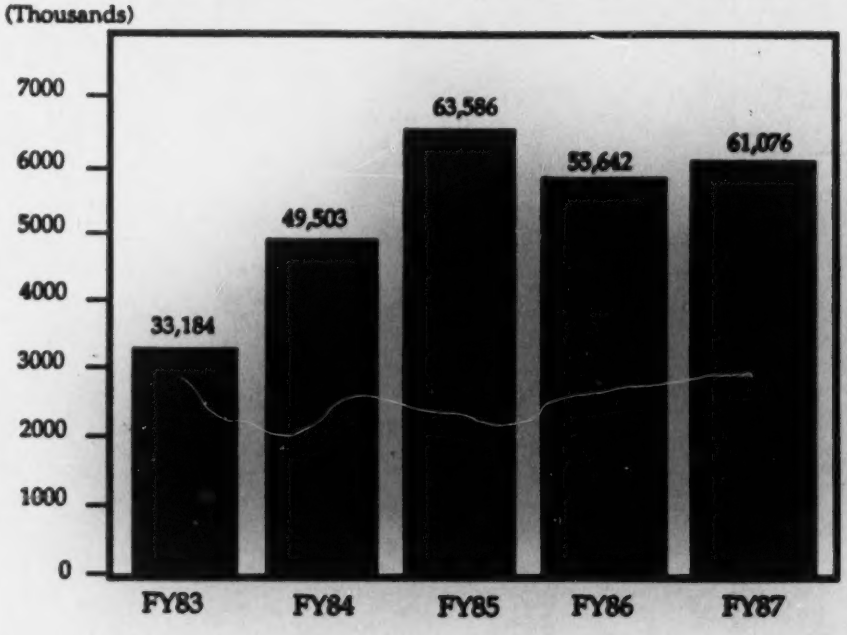
The Central Food Distribution Unit utilized a vehicle fleet consisting of eight tractors, 14 trailers, and one refrigerated van to distribute food and food supplies over 310,000 miles to 38 institutions and centers. Warehouse inventories ranged up to approximately 3,000,000 during fiscal year 1987. This includes over 1,000,000 for USDA commodities. USDA commodities are warehoused at this unit for both state and county facilities.

During fiscal year 1987 there were 1,917 head of beef cattle and 9,493 head of swine that were slaughtered and processed in GDC facilities.

Farm Product Value-to-Cost Comparison

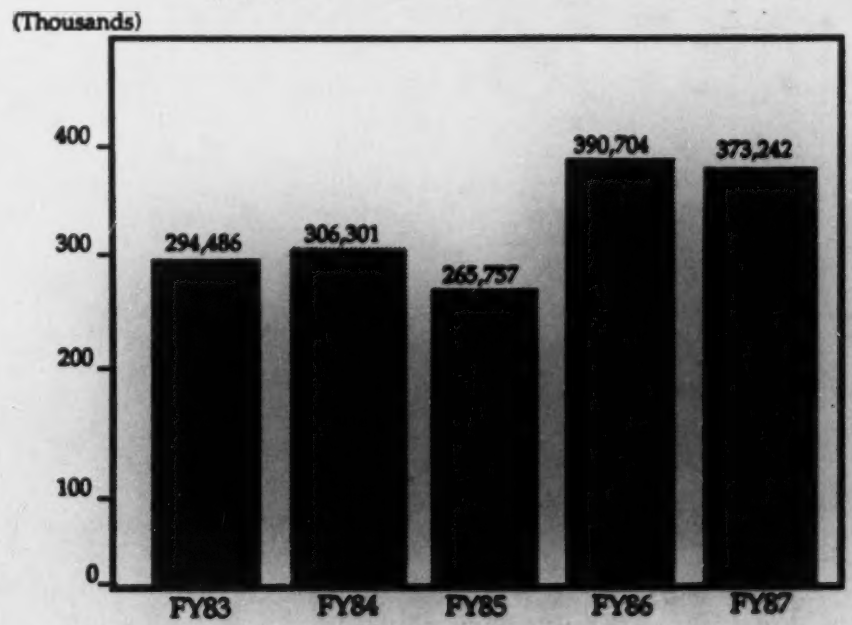
FYF 1987 Commodity	Units of Production	Total Cost of Product	Unit Cost	Unit Value	Total Value	Value to Cost Ratio
Beef, dressed lbs.	990,494	$ 1,457,145	$ 1.47			
Processing Cost		91,032				
Table Ready, lbs.	777,094	1,548,177	1.99	$ 2.21	$ 1,717,378	1.11
Savings					169,201	
Pork, dressed lbs.	1,643,679	1,545,164	0.94			
Processing Cost		159,282				
Table Ready, lbs.	1,359,713	1,704,446	1.25	1.69	2,297,915	1.35
Savings					593,468	
Eggs & Poultry byproduct	1,122,613	555,581	0.49	0.65	729,698	1.31
Savings					174,117	
Milk, gallons	373,242	469,833	1.26	2.24	836,062	1.78
Savings					366,229	
Vegetables, lbs., fresh	352,866	63,919	0.18	0.40	142,068	
Savings					78,149	2.22
Vegetables, lbs, canned	2,180,691	395,014	13.89	14.98	879,136	
Processing Cost		420,260				
Cases canned	58,703	815,274				
Savings					63,862	1.08
Melons, lbs.	495,554	30,593	0.06	0.13	64,422	2.11
Savings					33,829	
Orchard Products, lbs., fresh	34,226	9,379	0.27	0.60	20,536	2.19
Savings					11,157	
Orchard Products, lbs., canned	87,653	24,019				
Processing Cost		16,989				
Cases Canned	2,373	41,008	17.28	19.50	46,274	
Savings					5,266	1.13
Totals		$ 5,238,210			$ 6,733,488	
Total Savings					$ 1,495,278	

Rogers CI Canning Plant Production



Production In Cases

Rogers CI Dairy Milk Production



Gallons Produced

Rehabilitation Programs

Each function within this section has its unique areas of responsibility, with the shared and general mission of offering programs which will enhance offenders' skills and interests so that they have a better opportunity for rehabilitation during and after incarceration. The major objective of all rehabilitation programs is to identify the needs of individual inmates which might have contributed to their incarceration. And, through program channels, offer tools which if used could contribute to the individual's ability to adapt, thus decreasing the probability of his/her returning to prison.

Chaplaincy Services

The Chaplaincy program is responsible for meeting the religious needs of inmates. Chaplaincy programming includes inmate worship services, musical programs, Bible study classes, religious education and individual and group pastoral counseling, including crisis situations, as well as other activities to promote the spiritual growth of offenders who seek the services. In addition to providing pastoral services for offenders, chaplains provide assistance for staff and families as appropriate. At any time approximately 35 percent of the inmate population is involved in chaplaincy programs.

Major Accomplishments

Enlisted additional volunteer chaplains and volunteers assisting the chaplains. A practical clinical pastoral education program continues to function at Metro Correctional Institution.

Developed a program leading to a diploma in Christian Ministry offered through the Georgia Baptist Extension Department.

During last year we conducted Bill Glass programs in Georgia Diagnostic and Classification Center, Metro CI and GII.

Developed a support program for inmate families sponsored by the Baptist Home Mission Board.

Developed and refined departmental policy and procedures for chaplaincy including Islamic guidelines.

Inmates are offered the opportunity for worship and other religious services to promote their spiritual growth.

Counseling Services

Counseling services are provided to offenders in correctional institutions and transitional centers to meet their individual counseling needs while maintaining requirements for case management and supervision. Counselors, in conjunction with other members of the correctional team, secure and provide programs and services which assist inmates in learning new personal, social, career and community skills. The purpose of these activities is to facilitate their adjustment to institutional living and to prepare them for transitional adjustment back to the community and eventual release from incarceration. A primary focus is to place offenders in, and deal with subsequent adjustment problems to, work details, program activities and correctional industry operations.

Basic counseling/guidance and case management services which are offered include intake orientation and assessment; planning for and coordination of services (e.g. work/program placement, medical or mental health referrals, legal aid assistance, etc.); advocacy in the classification, disciplinary and grievance processes; crisis intervention (e.g. self-mutilation, death in the family, child custody, etc.); and preparation for release. According to inmate need and preference, long-term individual counseling, group counseling and self-development programs are made available.

Major efforts in FY87 focused on:

Funding from the National Institute of Corrections provided a consultant to evaluate and recommend refinement of the Substance Abuse Education Program which is used in approximately 20 institutions and centers.

The Substance Abuse Training Program was implemented at Bostick Correctional Institution to provide in-depth group programming for offenders with a history of alcohol/drug abuse.

Programming for sex offenders was addressed by adding a transitional center component for Parole Board referrals, training counselors who lead group counseling sessions for sex offenders, and securing a consultant to assist developing a program resource manual and operational guidelines.

Several staff development activities were offered to counselors through participation in developmental, community, and other agency training resources. These workshops focused on leading groups, alcohol/drug issues, the psychology of the offender, reality therapy, and stress management in order to improve the delivery of counseling services.

A two-day meeting for county counselors was held as a first step toward jointly developing guidelines to assist the delivery of counseling and case management services to state inmates and increasing the coordination between this office and county institutions.

Education Services

Education Services includes academic and vocational education programs. Classroom instruction is provided in each of the 25 state adult correctional institutions, as well as a number of county correctional institutions. The institutions provide academic instruction in the areas of Literacy/Remedial Reading (L/RR), Adult Basic Education (ABE), and General Education Development (GED). Special education and Chapter I federally funded programs are offered at selected sites. College classes are conducted at a number of institutions through the state.

The department presently operates 57 vocational programs at selected sites. The programs include such trades as drafting, welding, dental lab technician, small engine repair, carpentry, graphic arts and auto mechanics.

Vocational programs emphasize (1) the development of basic occupational competencies required for employment after release and (2) the development of skilled inmate workers for use within institutional operations and Correctional Industries.

The department offers 57 vocational programs such as carpentry.

Major Highlights

Approximately 1,100 GEDs were awarded to inmates during FY87.

A Training Industries and Education (TIE) pilot program was implemented at the printing plant operated by Georgia Correctional Industries in Tucker. The program will supply trained inmate workers for the printing plant.

The Correctional Education Association Region VIII Conference was hosted by Georgia. A total of 180 correctional educators representing the southern states were represented.

As a result of implementing a literacy initiative, enrollment in L/RR programs increased by 20 percent.

FY 1987 Cumulative Enrollment

Literacy/Remedial Reading	1,719
Adult Basic Education	4,152
GED Preparation	2,681
Vocational/OJT	3,635
Special Education	453
Other Programs	1,132
Total	13,772

The library provides inmates with an important recreational outlet.

Library Service

The Reference/Resource Center, GDC's staff library, provides information and resources for instruction and self-development. For inmates the library is also an important recreational outlet.

In its third year as a separate program area, Library Services strengthened and expanded its role in the department. Inmates used institutional libraries more than 26,611 times a month in FY87 and checked out about 48,909 items each month. There has been a steady increase in the number of central office and field staff who checked out from the library center an average of nearly 200 items a month. The staff collection, books and regular journal subscriptions are up, over last year. In both the institutional and staff libraries, services were developed and materials purchased in direct response to user needs.

Recreation Services

Participation in the correctional recreational program is a vital part of the total treatment program in addition to contributing to better institutional management. Activity therapists attempt to address problems or needs of inmates assigned to mental health/mental retardation units through the avenue of recreational pursuits. Inmate participation in recreation also offers the inmates an opportunity for relieving stress and anxiety as well as the opportunity for gaining knowledge and skills toward the potentially more constructive utilization of leisure in the free world.

A variety of institutional recreation programs are offered as well as state-level competitions for both inmates and staff. Most correctional institutions offer intramural programs in many sports; other recreational offerings include music, drama, arts and crafts, weightlifting, pool, ping pong, video and table games, movies, etc. State-level inmate competitions are held in football, basketball, volleyball, softball, track, drama, music and creative writing. Additionally, staff events are held in golf, softball, bowling and fishing.

Current areas of emphasis in correctional recreation in Georgia for FY87 are:

The continuance of an internship program to prepare professionals to fill correctional recreation job openings.

The development of skills training for personnel working with special populations.

The further development and refinement of management policies and procedures.

The professional participation in both the Georgia Recreation and Park Society and the National Correctional Recreation Association.

The continuance of existing and creation of new innovative pilot projects in areas such as pet therapy, art therapy and leisure education.

To continue the development of activities therapy in all 10 institutions that have MH/MR units.

To develop an improved career ladder for correctional recreation personnel.

Volunteer Services

For many years, community volunteers have been a vital part of the department's programming. During the past year over a thousand private citizens provided assistance on a regular basis in enhancing GDC's programs for offenders in state institutions and centers. In addition, hundreds of other concerned people offered many more hours for special events programming and one-time services.

Correctional volunteers in Georgia offer both offenders and staff a wide-variety of services and expertise ranging from spiritual counseling to exercise classes. Individuals and community agencies throughout the state provide valuable assistance in areas such as alcohol and drug rehabilitation, therapeutic drama and life-skill instruction.

In addition to its direct benefits, the volunteer program offers both offenders and communities an opportunity for mutual understanding and cooperative problem solving.

Mental Health Services

The mission of the Mental Health Section is to provide necessary mental health care and mental retardation services to offenders who have diagnosable and treatable mental disorders. A team effort involving mental health, medical, program and security staffs is utilized in treating and managing the seriously mentally disordered inmate.

During fiscal year 1987 an average of 941 inmates per month were receiving mental health treatment and other related services, excluding those who were in diagnostic processing. These inmates were located at nine institutions having been referred for treatment from diagnostic processing and other institutions throughout the correctional system. There were 28 inmates transferred to the Department of Human Resources for hospitalization during FY87, and 28 were returned to the Department of Corrections from Central State Hospital. During the year 193 inmates with mental disorders were paroled or discharged with mental health staff coordinating post incarceration treatment referrals.

As compared with FY86, the number of inmates provided mental health and mental retardation services increased by an average of 179 inmates per

month; hospitalizations increased by 7 inmates and the number of inmates with mental disorders who were discharged or paroled decreased by 58 inmates. These data indicate that the Department of Corrections is receiving more seriously mentally disordered inmates and an increasing number of them.

Among some of the significant accomplishments achieved during FY 1987 were the development of an advanced mental health training program in crisis intervention; training was provided to medical, mental health, program and security staffs regarding the newly implemented Mental Health/Mental Retardation Policies and Procedures; a handbook entitled "Psychotropic Medication for Human Service Providers" was printed and distributed to mental health and other staff; mental health staff began providing psychological evaluations for the State Board of Pardons and Parole; the legislature provided an additional nine professional positions to deliver MH/MR services; and a full-time psychiatric physician position was approved to provide services in the Middle Georgia Correctional Complex and at Central Correctional Institution.

Health Services

The mission of the Health Services Section is to coordinate the delivery of health care systemwide in a manner which meets contemporary standards of medical and dental practice in the community.

During FY87 the department continued to move toward the achievement of this objective while continuing efforts to provide the most cost-effective care. A total of 16 institutions have received accreditation according to the Standards of the American Medical Association as applied by the state's accrediting agency - the Medical Association of Georgia. This achievement underscores the department's commitment to provide quality health care throughout the system.

Among the health issues facing Health Services in FY 1987 were the increasing number of chronically ill inmates (e.g. patients with diabetes, mellitus, cardiac conditions, etc.) the number of pregnant inmates, and the number of inmates identified as having AIDS (Acquired Immune Deficiency Syndrome) and ARC (AIDS Related Complex). Increased numbers of inmates received services within the system rather than from community sources. These services included same-day surgery, specialist medical consultations and specialist dental consultations. Funds were allocated and construction begun for the surgical suite at Augusta Correctional/ Medical Institution with an expected completion date of September 1988.

Efforts continued to move forward to automate the health services information system. This process provided for closer monitoring of the services delivered within the system and those purchased from outside sources. In addition to improvements within the central office section of the information system, development of the field section continued. Personal computers are now located within the medical units at all the large and mid-size institutions. Two pilot programs for pharmacy automation are under way

at Augusta Correctional/Medical Institution and Georgia Industrial Institute. Such a pharmacy system will increase efficiency in dispensing medications and tracking individual medication records, and it will allow for significant improvement in controlling levels of drug inventories.

During FY87 the role of ACMI continued to be crucial to the delivery of health services throughout the system. There were 2,609 visits to specialty clinics held at ACMI. The systemwide number of outside referrals dropped to 7,364 which is a 17 percent drop from FY86. Much of this drop must be credited to the use of ACMI. There were 1,177 discharged from the ACMI infirmary during FY87. Many of these inmates would have been occupying outside community beds prior to the opening of this facility.

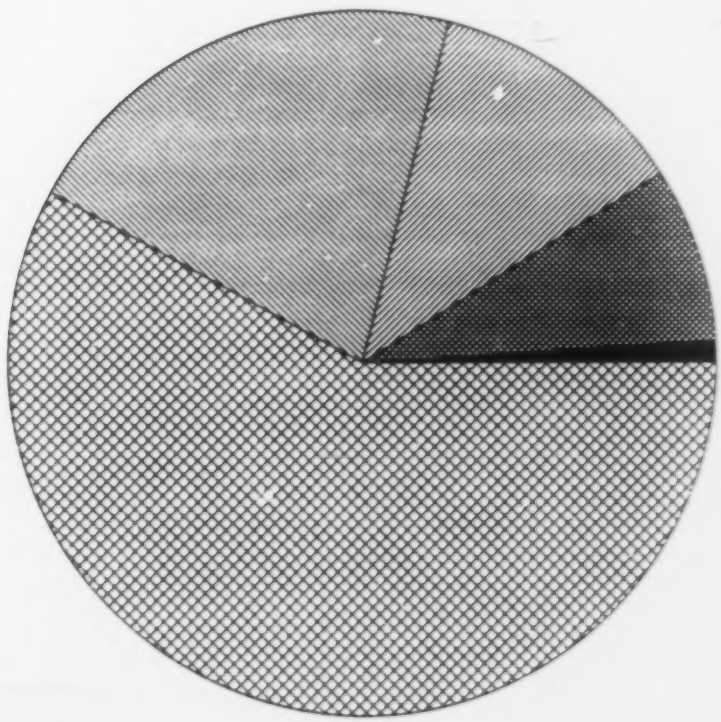
In regard to the cost of care, the department spent $21,988,944 during FY87 for inmate health care. This figure translated to a cost per inmate per year of $1,513. Cost containment efforts included maximizing the utilization of in-house services such as infirmary beds and in-house minor surgery services. Total days of outside hospital care continued to decline in FY87 to a level of 4,494 days which is a 15 percent drop from FY86. The average number of inmates in hospital bed per day in FY87 dropped to 12 from a level of 14 in FY86. Utilization of Central State Hospital continued to operate at a much reduced level. Hospital services in Augusta were transferred primarily to Humana Hospital-Augusta.

The following table summarizes the level of activity of health services during FY87. These figures convey something of the magnitude of health services within the system and reflect the involvement of the department in the effort to deliver health care in a manner that meets contemporary as well as constitutional standards.

FY 1987 Health Care Highlights

Total Full-time Personnel	394
Total Health Care Budget	$21,988,944
Cost Per Inmate Per Year	$1,513
Total Number of Outpatient Contacts (Sick call, walk-in, segregation)	402,360
Average # Times Each Inmate Seen as Outpatient Contact During Year	28
Percentage of Inmates Seen as Outpatient Each Working Day	11%
Total Number of Outpatient Dental Encounters	55,058
Total Days of Hospital Care	4,494
Average Daily Census in Hospitals	12.31
Total Number of Hospital Admissions	569
Average Cost Per Hospital Admission	$4,953
Total Doses of Medications Administered (As per physician order)	4,376,445
Total Number of Same Day Surgery Cases	251
Average Cost Per Same Day Surgery Cases	$1,435

HEALTH SERVICES BUDGET DISTRIBUTION
FY87: $21,988,944



Equipment 1% – $141,111

Regular Operating 8% – $1,722,522

Inpatient Care 12% – $2,632,128

Outpatient Care 21% – $4,761,603

Personnel 58% – $12,731,580

Correctional Industries

Georgia Correctional Industries Administration is a public corporation, wholly owned by the state, that utilizes inmate labor to produce needed goods and services for state agencies and other tax-supported entities. GCIA corporate activities are directed by the Georgia Board of Corrections. Organizationally, it is part of the Industrial Operations/Programs Division of the Georgia Department of Corrections with the commissioner serving as the chief executive officer.

The GCIA charter is multifaceted. As a corporation, GCIA operates as a self-sustained business deriving operating and growth funds from the revenues generated by sales of its goods and services. The corporation contains all of the elements of a private business - sales, marketing, personnel, production, purchasing, accounting, engineering, quality control and distribution. Thirteen manufacturing facilities, located throughout the state on prison property, produce a wide variety of products. Sales of these products were just over $12,000,000 for fiscal year 1987. A summary of these facilities is included in this report.

The use of inmate labor to produce goods allows lower cost to the state and results in savings for the taxpayer. Inmates indirectly reimburse the state for part of the cost of their incarceration by participating in GCIA programs.

As a program, GCIA provides habilitative opportunities for offenders who wish to become productive citizens upon release. This is accomplished by creating a real work experience for the inmates. They are placed in on-the-job training (OJT) programs within the factories that teach them marketable skills while providing the corporation with production output. Many of these programs are accredited by vocational schools. Completion of these courses result in the receipt of a certificate just as if the participant had attended the course on campus.

GCIA OJT programs are the last step in a progressive system that begins with basic education, advances through vocation training and concludes with real industry experience. The illiterate inmate can become a skilled inmate by passing through this system.

Instilling a positive work ethic in the inmate is of primary importance in reducing recidivism. Providing him with marketable, certified skills give him a better opportunity to obtain gainful employment upon release. Georgia Correctional Industries Administration provides the most complete program possible to accomplish these goals.

Plant Operations

Location	Plants	Capital Investment	Space	Inmates
Lowndes CI Valdosta, GA	Chemicals	$ 462,699	24,000	24
Georgia State Prison Reidsville, GA	License Plates Metal Fabrication Park Furniture	1,959,432	16,800	161
Walker CI Rock Springs, GA	Metal Fabrication	432,392	24,000	61
Dodge CI Chester, GA	Wood Furniture	437,391	24,000	52
Colony Farm Hardwick, GA	Garments Mattresses	622,769	52,200	325
Montgomery CI Mount Vernon, GA	Signs/Decals Concrete Upholstery	872,205	55,800	161
Stone Mountain CI Tucker, GA	Printing	516,283	14,300	46
Al Burruss CTC Forsyth	Printing	(Incl. above)	2,240	12
Totals		$5,258,171	313,340	842

Probation

While originally considered a suspension of sentence, probation in Georgia is now better viewed as an appropriate sentencing decision for many criminal offenders. As part of the criminal justice system, the Probation Division shares a common purpose in deterring criminal activity. More specifically, since the Probation Division is primarily concerned with the supervision of criminal offenders, the prevention of recidivist crime is a major force of its efforts. The mission of the division - protection of the community and provision of services to the courts, the criminal justice system and adult offenders - reflects these policies.

Through a statewide network of 113 probation offices and 16 diversion centers the division provides essential services to bring about more socially acceptable behavior of convicted offenders. By developing plans of action to address probationer's individual needs, utilizing intervention strategies such as detention, surveillance, counseling, agency referrals, collection of fines, restitution and community service, the division is able to fulfill its primary mission.

Classification and Workload Management System

The purpose of the division's case classification system is to improve the effectiveness of service delivery to the probationer, to develop a uniform standard of classification on a statewide basis, and to provide a database for budgeting and staffing requirements which is based on a workload model rather than the traditional caseload model. All probationers, except child support cases, are classified using the Need/Risk Assessment instrument, and then are supervised according to the standards assigned to the resulting level of supervision.

Since the classification system was implemented in July 1982, the Probation Division has a uniform method for determining the number of cases, the standards of supervision and units of time to measure the delivery of services and to identify the additional personnel requirements needed to meet the existing workload. During the fiscal year, information for each probationer is assimilated into the Probation Management Information System, which contains historical and current offender data. Classification and workload information has vastly improved managerial decision-making.

Probation Supervision

Each level of supervision specifies a standard number of contacts between the probationer and the probation officer.

Maximum - 3 contacts per month; two field contacts

High - Monthly face-to-face; one field contact.

Medium - Monthly telephone contact; quarterly face-to-face contact.

Minimum - Monthly telephone contact.

Financial - Child support payments (weekly & monthly).

Administrative - Cases that with court approval are receiving no direct probation supervision.

Other - Includes new cases pending classification and those who have absconded or who are serving concurrent prison sentences.

The following statistics are taken from the end of the year report for fiscal year 1987:

Level	Number	Percentage
Intensive	1,428	1
Maximum	5,105	5
High	17,142	17
Medium	29,480	29
Minimum	16,706	17
Administrative	9,665	9
Financial	16,320	16
Other	6,305	6
Total	102,151	100

Other Workload Statistics

Long form presentence investigation	5,114
Short form presentence investigation	4,742
Record checks	64,870
Court time (hours)	125,714
URESA cases	13,127

Collections

Total Amount of restitution	$ 4,428,861
Total amount of fines	20,418,981
Total amount of child support	24,946,027
Total Collections	$49,793,869

Revocations

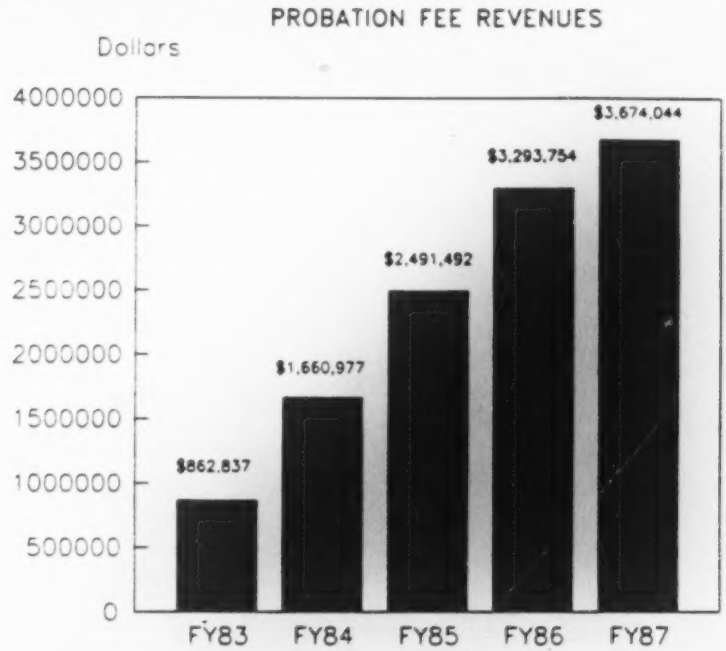
Technical	2,035
New crime/conviction	1,646
New crime/no conviction	1,399
Total Revocations	5,080

Absconders

Tolled	3,551
Non-tolled	226
Total Absconders	3,777

Probation Fee

Sentencing judges began imposing probation fees in March 1982. Fee payments range from $10-50 per month, dependent on the probationer's ability to pay. The revenues from the probation fee have been used to fund Georgia's Intensive Probation Supervision program.



Community Service

The establishment of community service programs, as a responsibility of the Probation Division, was mandated by DUI legislation. By definition, community service is "uncompensated work of an offender with an agency for the benefit of the community pursuant to an order by the court as a condition of probation." Community service programs offer the opportunity to establish a fair and appropriate punishment. At the same time these programs present a clear alternative for offenders to do something constructive for the community.

A community service coordinator is now located in each of the judicial circuits (45) in Georgia. The coordinator is responsible for program operations and development in their respective circuit.

As a result of the implementation of the coordinators, the utilization and effectiveness of community service is growing statewide. Community service is now being utilized in most circuits as an added condition of probation; a disciplinary step for probation violators; as a component of several other sentencing options; in lieu of fines and/or restitutions; and as an alternative to incarceration.

The Community Service Program continues to be well received by the public and growth of the program is expected to continue.

Advantages of Community Service Utilization

Provides a middle-range punishment option.

Promotes a work-ethic approach to punishment and establishes accountability.

Benefits the community in needed areas of service.

Is a highly visible program which fosters involvement of citizens and the agency.

Allows the offender to repay the community through work of direct benefit to the community.

FY 1987 Community Service Facts

Number of probationers ordered Community Service	9,178
Number of hours completed by probationers	1,128,011
Approximate labor value for community service work performed in communities (calculated at minimum wage of $3.35 per hour)	$3,778,836

Note: Figures do not include residents at diversion centers.

Drug Surveillance Program

Recognizing the very negative impact illicit drug usage among probationers has and its pervasive role in fostering criminal activity, the Probation Division initiated a pilot program in July 1986 directed at detecting drug usage among probationers. Results of the project have revealed high rates of usage among some probationers and drugs of preference have been identified. Subsequent testing of identified drug users also showed a drastic decline in continued usage.

Drug testing capability currently is limited to three regional laboratories (Atlanta, Macon, and Waycross) and field test equipment located in diversion centers. However, the Probation Division anticipates expansion of this capability as additional funding can be made available.

Repeated testing of identified drug users has shown a substantial decline in usage.

Interstate Compact

The purpose of the division's Probation Interstate Compact Office is to serve as a central, specialized work unit responsible for processing correspondence related to interstate transfer and supervision of probation. The office processes requests for record checks, requests for interstate transfer of supervision, probationer progress and conduct reports, and violation reports.

In FY 1987 the Interstate Compact Office processed transfer and out-of-state supervision matters on approximately 350 cases per month.

Intensive Probation Supervision Program

In the continuing efforts of the department to ensure bed space in its state institutions for the violent and career criminal, intensive probation supervision plays an ever-increasing role. This program, recognized as the toughest "street" probation in the nation, has been used as a model in several other states as a means of providing community supervision to certain nonviolent offenders who typically would receive a prison sentence. By providing strict, orderly, monitored supervision such as that found in the Intensive Probation Supervision Program, more prison space is being reserved for those offenders who should be incarcerated due to the threat they pose to society.

The program, begun initially in in FY 1983 in 13 judicial circuits, now is operational in 41 judicial circuits. Total yearly diversion capability is now approximately 3,900 offenders. Particularly attractive in this program is that all costs thus far have been paid by revenues from a probation fee which judges began imposing on many probationers in 1982.

A home confinement component, specifically targeting drug and alcohol abusers, was begun in June 1987. This initiative offers expanded monitoring capability with concentrated evening and weekend surveillance. Referral for rehabilitative services is mandatory.

IPS Program Elements Include:

- Minimum of 4 face-to-face contacts per week with the probationer.
- Mandatory curfews that are randomly checked.
- Routine drug/alcohol screens.
- Minimum of 132 hours of community service to be performed by each probationer.
- Emphasis on employment and payment of court-ordered financial obligations and dependent support.
- Involvement and exchange of information with local law enforcement.
- Referrals to key community agencies for rehabilitative services.

Diversion Center Program

The mission of community diversion centers is to provide a structured residential facility program for offenders (primarily felons) who would otherwise have received prison sentences. The diversion center is not intended to be a sentencing alternative for offenders who would normally have been placed under regular nonresident probation supervision. The diversion center, as in other court sanctions managed and administered by the Probation Division, provides professional service to the courts, the criminal justice system, the community and the convicted adult offender. The Diversion Center Program of supervision parallel the stated mission of the Probation Division by:

- Providing a sanction other than incarceration for offenders who pose no unmanageable risk to the safety of the community.
- Enforcing conditions of probation and collecting court-ordered financial obligations.
- Providing surveillance of probationers to protect the community and to deter further criminality.
- Assuring victim restitution and providing services to the community.
- Providing individualized assessments, counseling, referrals and other forms of professional guidance to offenders.

Advantages of Diversion Center Utilization:

Provides relief for overcrowded prisons and jails.

Is less costly than prison.

Provides 24-hour-per-day structured supervision.

Requires offenders to work and to pay taxes, fines, restitution and room and board.

Places burden of cost on offender rather than the taxpayer.

Provides the court with means of restricting the offender's freedom.

Addresses the public's demand that certain offenders receive a more harsh sentence than regular probation.

Allows selected offenders a means of stabilizing their lives.

Allows an offender to remain a productive person through employment.

Permits continued opportunity for family and community interaction.

Earnings and Disbursements

The following earnings and disbursements statistics detail the financial activity of the 16 diversion centers operational in FY 1987:

Resident Gross Earnings	$5,337,884
Resident Taxes Paid	$1,042,692
Resident Room and Board	$1,436,775
Resident Dependent Support	$ 626,516
Resident Payment of Restitution	$ 256,817
Resident Payment of Court Fines	$ 940,274
Resident Community Service	79,410 hrs.

Special Alternative Incarceration Program

This program is based on the recognition that many young, impressionable male offenders (ages 17-25) need a short, 90-day prison experience to understand the need to change their lifestyle and criminal behaviors. The program is patterned after military basic training, with emphasis on physical labor. Very little idle or discretionary time is available to the offender in this program. If the offender abides by the rules and regulations of the Special Alternative Incarceration Program, he is returned to regular probation supervision at the end of 90 days.

The SAI program initially began in November 1983 at Dodge Correctional Institution. The capacity at opening was 50 beds. Due to interest in the program and its utilization by judges, the capacity was increased to 100 beds. Additional program expansion occured in late 1986 when a new SAI unit became operational at the Al Burruss Correctional Training Center in Forsyth, Georgia.

Currently, the SAI program has a bedspace capacity of 200. On an annualized basis, 800 felony offenders may be served each year.

Probation Detention Centers

In the fall of 1988 the newest initiative of the Probation Division will become operational. Probation Detention Centers will divert from prison those offenders who are in need of a highly structured residential environment due to their failure to adjust and adhere to the requirements of less restrictive forms of probation. The Detention Center Program will be a closely supervised, labor-oriented program, wherein probationers will leave the facility daily to participate in nonpaid public labor in the community. They will be under the supervision of correctional staff while performing detail labor.

The mission of these facilities will be that of providing a short-term punishment option (60-120 days) for those persons in need of a rigidly structured envrionment, but who are not in need of long-term prison confinement. Programming will be limited, with primary focus on drug and alcohol services. The target population consists of:

-The probation technical violator who would traditionally be revoked and confined in a prison.

-Offenders who have committed a nonviolent felony offense and have no indicated propensity to commission of violent offenses, and for whom other less restrictive supervision options are inappropriate

-The habitual traffic violator (serial drunk drivers) who would normally be placed in confinement.

Detention Center Planning Status:

Number of facilities currently under construction	7
Number of additional centers funded	4
Center bedspace capacity	150
Length of program	60-120 days
Sources of funding	State
Per diem cost per offender	$32
Annualized diversion capability	4,950

GEORGIA PROBATION DISTRICTS

Technical Services

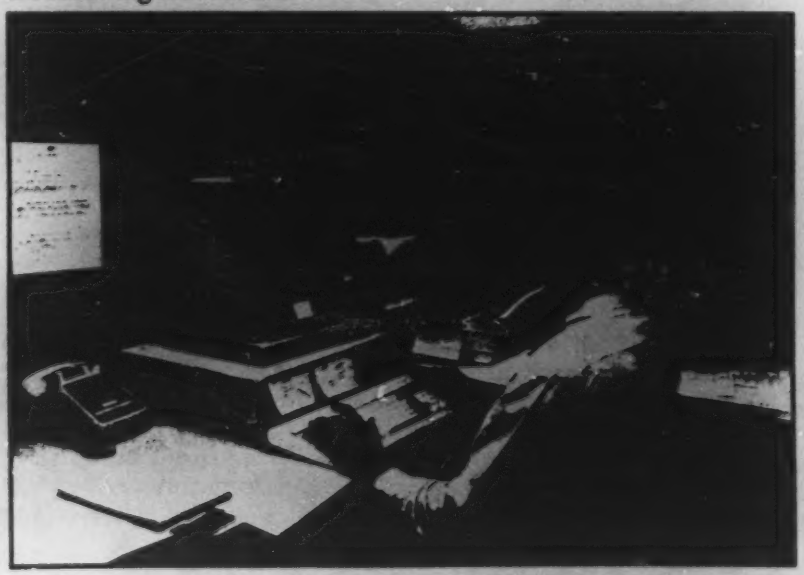
The Technical Services Division encompasses those functions which provide technical support and instruction, maintenance of property and equipment and safety and security. These functions include computer services, the fire safety program, facilities management, facilities development and engineering and inspections.

Office of Computer Services

Georgia Department of Corrections has developed a long-range strategy for greater utilization of advancing computer technologies to cope with vastly increasing administrative and operational needs and workloads. These increases, resulting from radical rises in prison and probation populations, have and are continuing to require the agency to find more and better methods for collecting, analyzing, communicating and reporting more and more information.

The long-range strategy is to establish a systematic approach to information management and communications across all divisions and field units of the agency. This employs the use of personal computers (PC's) and mainframe computer technology as well as sophisticated networking (communication) systems. Personal computer technology focuses on individual and smaller unit (institutions, centers, offices) needs, while mainframe technology would focus on departmental (inmate and probationer records management and communications) needs. Personal computers and mainframe computer data and information are then linked and shared through communication networks between the personal computers and to the mainframe computer.

Initial efforts of our system's strategy have been focused on establishing the following foundations:



The use of personal computers in the department has provided better and faster utilization of data.

Offender Tracking and Information System (OTIS)

This system automates the collection, computation, and reporting of probationer, inmate and parolee data. It links the various incidents of these persons, providing a complete tracking of a person's records and criminal activities. The system is a very effective tool for maintaining current up-to-the-second data to the hundreds of managers and technical staff throughout the agency. The OTIS Probation Module was implemented in November 1983 and the Inmate Module was implemented in July 1987. Both systems are now in place and are providing a wealth of timely and accurate information to departmental staff as well as other agencies such as the Parole Board and the Georgia Crime Information Center.

Today this system is the backbone of our computer information system and will begin to play an even greater role as we are able to connect the field institutions and probation offices to the vast information resource. This system will allow (when connected) all staff at central office and field locations to include institutions, centers, and probation offices to communicate and share information and records instantaneously. As of this writing only 6 field offices are currently connected to the system.

Institutional Management System (IMS)

This system is a series of local computer systems automating the collection, computations, and reporting of inmate funds accounts management, store purchases, status of local housing assignments and work detail assignment and reports. This system uses a local database containing the records of all inmates assigned to a specific center or institution. The system was installed at Georgia Industrial Institute and Augusta Medical Correctional Institution in 1982 using mini computers. In 1985 this system was converted (re-programmed) to the personal computer technology and expanded to all institutions by the early 1986.

The system is successfully operating today at all state institutions, providing a single local database for each institution to share their inmate information and records within their institution. We have experienced a major increase in the productivity of staff using this system over the old manual systems. Staff morale has also improved for those who operate and use the new information and reporting system.

Business Office Ledger Transaction System (BOLTS)

BOLTS is a series of local computer systems which automate the collection, computations, and reporting of state appropriated funds to include automation of the local ledger and budget information. This system using Lotus *Symphony* program was designed, developed and implemented statewide to all institutions and transitional centers in mid calender year 1986. Currently a major upgrade of BOLTS (adding features and converting to Borland's *Paradox* relational database program) is scheduled for

delivery and training in July 1988. It will take approximately 6 months to fully implement at all field and central office sites.

This system has been of great benefit by saving valuable staff time and improving the accuracy of field financial records and reports.

Probation Office Management System (POMS)

These are local computer systems which automate the collection, computations, and reporting of probation funds accounting (fines, fees, child support, restitution payments). In July 1985 the agency assumed responsibility of probation fund collections for Dekalb and Fulton counties. These counties had been automated by the respective county governments; however major conversions were necessary in order to move the existing computer systems from county equipment to meet GDC's more stringent audit and reporting requirements.

In January 1988 OTIS and IMS programmers were reassigned to design a new Probation OfficeManagement System from ground up. This new design using the Borland's *Paradox* programming is now nearing completion and is scheduled to be implemented at all field probation offices throughout the state (approximately 75 offices).

The new system will be standardized for all probation offices to include Fulton and Dekalb counties. This system will greatly improve the productivity and accountability of over $70,000,000 annually of probation fines, fees, restitution and child support payments as well as providing far more timely and accurate information to the probation officers.

General Office Automation

We have standardized on the Lotus *Symphony*, a general purpose computer software program for wordprocessing, spreadsheets, database management, graphics, and PC to PC communications capabilities. This program has been in use for 4 years and we currently have over 500 trained "end users" using this product on a daily basic for typing letters, memos, various reports, graphic presentations and literally hundreds of different uses on a daily basis. Many operators are now beginning to explore the more advanced features and capabilities of this product and further increasing their productivity.

In August 1987, we added Borland's *Paradox*, a sophisticated yet easy-to-use relational database capable of efficiently handling large recording tasks of hundreds of thousands of records. The potential for this product to automate major record keeping and reporting tasks is enormous. Presently the POMS, BOLTS, and Food Service computer projects are using the program. We hope to begin offering training in the general use of this product as resources are available to computer system's office.

Several other computer programs to include: Lotus's *Manuscript* and *Freelance Plus* for advanced wordprocessing and technical manuals;

PageMaker a desktop publishing program that is used to produce a very high quality departmental newsletter (as well as this annual report document); and IBM's *Storyboard* program which is used to present colorful graphic presentations to small and large audiences.

The use of the above listed software programs have revolutionized the capabilities and work of hundreds of personal computer operators to include typists, secretaries, business managers, analysts, clerks and managers in this agency.

The Computer System's office is constantly reviewing and evaluating the hundreds of new and improved PC software programs coming to the market each year. We have made and will continue to make major strides toward improving office automation throughout the agency as resources permit.

Facilities Maintenance

The Facilities Maintenance Section has responsibility for preventive maintenance for the 24 state institutions, 5 transitional centers and 15 diversion centers under the jurisdiction of GDC. The unit administers approximately $365,000 in central repair funds to be used at all facilities to address emergency repairs.

This operation coordinates central repair projects, provides technical assistance in responding to maintenance emergencies and manages minor construction projects such as roofing and heating/air conditioning repairs.

During FY87, 236 project reqquests were submitted to the Central Repair Fund. Approved were 209 requests, for a total cost of $360,984. In addition, the Bostic building was renovated for $190,000 instead of the original budgeted $475,000. Two towers at Putnam Correctional Institution were replaced, and a block building was added to house their metal detector. The warden's house at Lee Correctional Institution, destroyed by fire, was replaced at minimal cost over the insurance received.

GDC Fire Marshal

The GDC fire marshal administers a statewide fire safety program which has as its basic goal meeting the mandated compliance of federal and state laws, fire safety codes and departmental rules, regulations, policies and procedures. Its goal is to prevent loss of life and property due to fires and associated life-threatening hazards.

The fire marshal's responsibilities include setting standards for the program, assuring compliance with established goals, providing technical assistance to the agency's eight fire stations, conducting fire safety inspections at all facilities and coordinating and providing fire safety training for staff and inmate firefighters. This section also prepares the annual budget package for fire safety equipment as well as identifying the need for

additional stations to support GDC's correctional facilities valued at over $304 million.

In addition to the above, the fire marshal conducts testing of blankets, pillows and mattresses used in GDC's facilities. The section also works with the institutional staff to develop evacuation plans and coordinates mutual aid agreements with local fire departments to provide emergency firefighting services to our facilities.

The department has eight recognized fire stations located at Georgia Industrial Institute, Georgia Diagnostic & Classification Center, Dodge Correctional Institution, Georgia State Prison, Lee Correctional Institution, Montgomery Correctional Institution, Walker Correctional Institution, and Wayne Correctional Institution.

During this fiscal year two pumpers were obtained from state surplus to improve GDC's firefighting capabilities. A station was established at Wayne CI with a 1,000 gallon per minute pumper. We added a 750 GPM pumper at Walker CI, one of our most active stations which augments the community's fire service.

The GDC fire safety training program was developed in conjunction with the Georgia Fire Academy. It meets the proscribed laws and standards for fire safety. The program includes training for security staff, facility fire inspectors, institutional staff and tactical squads.

During fiscal year 1987, in addition to training provided to departmental staff and inmates under our jurisdiction, the fire marshal's office conducted training for county and city correctional facilities throughout the state. The fire marshal's office has also provided training to the U.S. Federal Penitentiary. The program was established in 1965 and received national recognition in 1980 with the publication of a manual utilized for training of staff and inmate firefighters.

Facilities Development & Engineering

The Facilities Development & Engineering Section is responsible for all design, construction and renovation projects involving state institutions and community centers as well as supervising inmate crews involved in the construction/renovation of local jail facilities. FD&E is responsible for implementation of GDC's master plan for increasing delivery of services in a climate of increasing population and construction costs and formulation of minimum facility standards. This section provides four major services:

Design - Directs the design and development of assigned projects involving major institutions, community centers, and the food distribution program within the department. The scope of these projects range from renovation of existing facilities to design of a complete major institution and supporting services.

Construction - Supervises construction of assigned projects involving major institutions, community centers and the food distribution program within the department. This supervision consists of reviewing progress reports, coordinating change orders as necessary, and on-site visits.

State Inmate Construction Crew - Under the supervision of the FD&E, the state inmate construction crew performs actual construction of small-scale projects that involve primarily renovation of existing structures or that do not require the multi-discipline approach necessary when constructing a complete major institution, i.e., site grading and construction of sewage treatment facilities.

County/City Inmate Construction Crew - This crew performs major renovation and construction projects on county and city jails in accordance with a 50/50 match of state and local funds. This local jail improvement program is a joint venture with the Georgia Department of Community Affairs.

Major Accomplishments

Completion of 13 county/city jail projects by the county inmate construction crew.

Removal of asbestos from Georgia Industrial Institute, J.T. Rutledge CI, Middle Georgia Correctional Complex and Georgia State Prison.

Completion of various energy conservation and glass replacement projects valued at an estimated $300,000.

Completion and occupation of the Care and Custody Warehouse adjacent to the Al Burruss CTC.

Completion and occupation of the Clayton County Diversion Center.

Began construction of diversion centers in Savannah (new) and Athens (replacement), and began renovation of buildings for centers in Walton County and Atlanta (Gateway replacement) (Walton and Gateway with state inmate crews).

Construction underway on three major institutions (Lowndes, Ware and Chattooga).

Began construction of the Evans and Laurens County probation detention centers with four other centers either ready for bid or in the final design/land acquisition stages.

Began Phase V of Project 360 at GSP (renovation of D building and construction of L&M new.

Conducted site investigations for six probation/detention centers and five major institutions.

Managed 11 (two performed with the state inmate construction crew)

small renovation/construction projects with an estimated value over $600,000.

Began construction of a new 750-bed institution at GT&DC.

Completed rough grading (by state inmate construction crew) and began construction for the new Food Distribution Unit meat plant in Milledgeville.

Continued construction of the wastewater treatment plant at GD&CC with the state inmate construction crew.

Began construction of an additional housing unit at Dodge CI.

Began construction of a dining hall at J.T. Rutledge CI.

Completed perimeter security project at GSP.

Approximate value of major institutional projects (Lowndes, Ware, Chattooga, Buford, GSP Phase V and Dodge) currently in varying stages of construction - $103,000,000.

Approximate value of community center projects (Athens DC, Savannah DC, Walton DC, Gateway DC, Evans Probation/Detention and Laurens Probation/Detention) currently in varying stages of construction - $7,290,000

Approximate value of other miscellaneous projects (ACMI Medical/Surgical, Rutledge dining hall, and Women's prison expansion Phase II) - currently in varying stages of construction - $2,215,000

Approximate value of various projects in various stages of design or awaiting receipt of bids (Telfair, GSP Phase IV, four probation detention centers, four major institutions, AAC and the Atlanta Parole Center) - $125,563,000.

Inspector General

It is the responsibility of the inspector general to determine if applicable laws, regulations and policies and procedures governing the Georgia Department of Corrections' activities are being adhered to and that legal requirements are being met with respect to:

The provision of adequate security.

The safety of persons and property.

The health needs of inmates and probationers as demonstrated by proper sanitation and adequate medical care.

The maintenance of property and equipment - to protect its fiscal value and

to assure its intended function and long life.

The inspector general is also responsible for the identification of corrective action requirements necessary for resolving deficiencies and for the immediate correction of flagrant abuses.

Determinations of deficiencies or abuses are made through on-site inspections of all state and county facilities and property under the jurisdiction of the commissioner and the Board of Corrections.

During this report period an average of 11.5 inspections per month were completed for an annual total of 117 inspections.

Appendix

Georgia
Department of Corrections

State Institutions

A.L. Burruss Correctional Training Center
P.O. Box 696
Fors/th, GA 31029-0696

912/994-4350
Supt.: Tommy Payne
Opened 1986, Capacity 300
Average Population FY88 - 290 males
Age limits: 20-35
Felons, misdemeanants, special alternative incarcerant
Contains special alternative incarceration module - 100 beds for 17-25 year olds.
Security level: Medium
Employees: 150
Cost of Care: $42.51

Augusta Correctional/Medical Institution
3001 Gordon Highway
Grovetown, GA 30813

404/828-8920
Gist: 336-8920
Supt.: Chuck Burden
Opened 1983, Capacity 390
Average Population FY88 - 689
Treatment center (permanent & referral)
Security Level: Close
Employees: 348
Cost of Care: $60.10

Bostick Correctional Institution
P.O. Box 1700
Hardwick, GA 31034

912/453-5750
Supt.: Tom Jones
Opened 1987, Capacity 504 males
Average population FY88: 548
Treatment center for adult males convicted of alcohol and habitual traffic offenses.
Security Level: Medium
Employees: 110
Cost of care: $31.00

Central Correctional Institution
4600 Fulton Mill Rd.
Macon, GA 31213

912/471-2906
Gist: 323-2906
Supt.: Truett Goodwin
Opened 1978, Capacity 546
Average Population FY88 - 543 males
Age limits: 20 and up
Felons and misdemeanants
Security Level: Close
Employees: 164
Cost of Care: $32.33

Coastal Correctional Institution
P.O. Box 7150
Garden City, GA 31048

912/964-9330
Gist: 335-9330
Supt.: Barry Gaither
Opened 1981, Capacity 758
Average Population FY88 748 males
Felons. Age limits: 20 and up
Security Level: Close
Employees: 219
Cost of Care: $27.53

Dodge Correctional Institution
P.O. Box 276
Chester, GA 31012

912/358-4801
Supt.: Curtis Scott
Opened 1983, Capacity 386
Average Population FY88: 621
Age limits: 21 and up
Security Level: Close
Employees: 155
Cost of Care: $31.85

Georgia Diagnostic & Classification Center
P.O. Box 3877
Jackson, GA 30233

404/775-3161
Gist: 254-6011
Supt.: Walter Zant
Opened 1969, Capacity 1,381
Average Population FY88: 1765 males
Felons, age limits: 18 and up
Security Level: Maximum
Employees: 414
Cost of care: $26.95

Georgia Industrial Institute
P.O. Box 194
Alto, GA 30510

404/778-2273
Gist: 243-4011
Supt.: Garrison Parker
Opened 1946, Capacity 1,443
Average population FY88: 1577 males
Felons, age limits: 17 and up
Security level: Maximum
Employees: 423
Cost of Care: $30.82

Georgia State Prison
Star Route
Reidsville, GA 30453

912/557-4301
Gist: 367-4011
Supt.: Jerry Thomas
Opened 1936. Capacity 812
Average population FY88: 971 males
Age limits: 21 and up
Felons and misdemeanants
Security Level: Maximum
Employees: 755
Cost of care: $69.04

Georgia Training & Development Center
2989 W. Rock Quarry Road
Buford, GA 30518

404/945-1301
Supt.: Rick Abbott
Opened 1951, new institution 1966
Capacity 240
Average population FY87: 256 male
Age limits: 20 and up
Felons and misdemeanants
Security level: Close
Employees: 80
Cost of Care: $37.41

Lee Correctional Institution
P.O. Box 399
Leesburg, GA 31763

912/759-6453
Gist: 341-4373
Supt.: Ira Kelso
Opened 1956, new institution 1978
Capacity: 640
Average population FY87: 635 males
Security level: Close
Employees 173
Cost of care: $29.26

Lowndes Correctional Institution
P.O. Box 310
Valdosta, GA 31601

912/333-5271
Gist: 349-5271
Supt.: David Thompson
Opened 1959 (new institution under construction)
Capacity 121
Average population FY88: 121 males
Age limits: 20-25
Felons and misdemeanants
First offenders
Security level: Close
Employees: 283 (FY88 amended added 236)
Cost of care: $41.72

Men's Correctional Institution
P.O. Box 396
Hardwick, GA 31034

912/453-4702
Gist: 324-4702
Supt.: Jim Wharton
Opened 1983, Capacity: 585
Average population FY88: 615 males
Age limits: 21-80
Felons and misdemeanants
Disabled and geriatric
Security levels: Close

Employees: 113
Cost of care: $32.78

Metro Correctional Institution
1301 Constitution Rd.
Atlanta, GA 30316

404/624-1411
Supt.: Mary Esposito
Opened 1980. Capacity 690
Average population FY88: 693
Age limits: 21 and up
Two of seven 60-men units devoted to the department's Mental Health Program to provide services for inmates with emotional disturbances. Program first of its kind in the Georgia system and takes advantage of the mental health resources available in the Atlanta area.
Security Level: Close
Employees: 218
Cost of care: $32.67

Montgomery Correctional Institution
P.O. Box 256
Mount Vernon, GA 30045

912/583-2286
Supt.: Jack Todd
Opened 1972. Capacity 425
Average population FY88: 420 males
Age limits: 20-25
Felons and Misdemeanants
Security Level: Close
Employees: 92
Cost of care: $27.64

Putnam Correctional Institution
Forest Street
Eatonton, GA 31024

404/485-3301
Supt.: Larry Hurt
Opened 1956, Capacity 100
Average population FY88: 120 males
Age limits: 20 and up
Felons and misdemeanants
Security level: Close
Employees: 42
Cost of care: $38.49

Rivers' Correctional Institution
P.O. Box 1500
Hardwick, GA 31034

912/453-4591
Gist: 324-4591
Supt.: Calvin Green
Opened 1983, Capacity 880
Average population FY87: 939 males
Age limits: 21 and up
Security Level: Close
Employees: 260
Cost of Care: $38.25

Rogers Correctional Institution
P.O. Box 5300
Reidsville, GA 30453

912/557-4771
Supt.: Jackie Trim
Opened 1983 (New housing unit opened 6-87.)
Capacity: 430
Average population FY88: 567
Age limits: 21 and up
Security level: Medium
Employees: 220
Cost of care: $39.76

Rutledge Correctional Institution
7175 Manor Road
Columbus, GA 31907

404/568-2340
Gist: 251-2340
Supt.: Paul Ford
Opened 1976, Capacity 580
Average population FY88: 569 males
Age limits: 20 and up
Felons and misdemeanants
Security level: Close
Employees: 172
Cost of care: $36.60

Stone Mountain Correctional Institution
5500 Venable Street
Stone Mountain, GA 30083

404/469-1406
Supt.: Fred Steeple
Opened 1958, capacity 228
Average population FY88: 224 males
Age limits: 19 and up
Security level: Close

Employees: 64
Cost of Care: $30.91

Walker Correctional Institution
P.O. Box 98
Rock Springs, GA 30739

404/764-1926
Supt.:James Wilson
Opened 1951, Capacity 324
Average population FY88: 323 males
Age limits: 20-25
Felons
Security level: Close
Employees: 77
Cost of care: $29.99

Ware Correctional Institution
2323 North Harris Road, P.O. Box 99
Waycross, GA 31501

912/285-6095
Gist: 368-6095
Supt.: Doug Williams
Opened 1951 (New institution under construction)
Capacity 97
Average population FY88: 108 males
Age Limit: 20 and up
Felons and misdemeanants
Security level: Close
Employees: 290 (FY88 amended added 247)
Cost of care: $41.86

Wayne Correctional Institution
Route 1, Box 264
Odum, GA 31555

912/586-2244
Supt.: Tommy Wallace
Opened 1949, Capacity 192
Average population FY88: 188 males
Age Limit: 20 and up
Felons and misdemeanants
Security level: Close
Employees: 54
Cost of Care: $33.66

Women's Correctional Institution
P.O. Box 218
Hardwick, GA 31034

912/453-5218
Gist: 324-5218
Supt.: Gary Black
Opened 1957, new institution 1976
Capacity 660
Average population FY87: 709 females
Age limit: 16 and up
Felons and misdemeanants
Security level: Maximum
Employees: 165
Cost of care: $35.69

Youthful Offender Correctional Institution
P.O. Box 417
Hardwick, GA 31034

912/453-5375
Gist: 324-5375
Supt.: Grady Lewis
Opened 1975
Capacity 874
Average population FY88: 947 males
Age Limit: 17 and up
Security level: Close
Employees: 227
Cost of Care: $36.31

County Institutions

Bulloch County Correctional Institution
P.O. Box 1085
Statesboro, GA 30458

912/764-6217
Warden: John Akins
Constructed 1946
Capacity 90
Average age: 31
Employees: 41

Carroll County Correctional Institution
502 Old Newman Rd.
Carrollton, GA 30117

404/832-3939
Warden: David Milsap
Constructed 1937

Capacity 135
Average age: 28 (perm. inmates)
Employees: 50

Clarke County Correctional Institution
2825 County Farm Road
Athens, GA 30610
404/354-2900
Warden: Charles Greenway
Constructed 1987
Capacity: 135
Average age: 35 (perm.) 28 (temp)
Employees: 22

Colquitt County Correctional Institution
P.O. Box 339
Moultrie, GA 31768

912/985-3331
Warden: Leland Dampier
Data not available

Coweta County Correctional Institution
1 Selt Road
Newnan, GA 30263

404/253-0794
Warden: James Wendell Whitlock
Constructed 1977
Capacity 100
Average age: 34
Employees: 39

Decatur County Correctional Institution
P.O. Box 1218
Bainbridge, Ga 31717

912/246-1694
Warden: Wayne Holt
Constructed 1954
Capacity: 200
Average Age: 30
Employees: 30

Effingham County Correctional Institution
Springfield, GA 31329

912/754-6071, Ext. 108
Warden: Louis Davis, Jr.
Constructed: 1925, remodeled 1968, new
addition 1973
Capacity: 50
Average age: 32
Employees: 13

Floyd County Correctional Institution
329 Black's Bluff Road
Rome, GA 30161

404/234-7549
Warden: Bill Love
Constructed: 1926, institution closed 1973, Reopened 1977 with extensive renovation.
Capacity 160 (with plans for 210)
Average age: 30
Employees: 33

Fulton County Correctional Institution Complex
1101 Jefferson Street, N.W.
Atlanta, GA 30318

404/875-6454
Warden: Alfred Pierce
Data not available

Gwinnett County Correctional Institution
P.O. Box 47
Lawrenceville, GA 30246

404/962-1497
Acting Warden: Michael Barkhurst
Constructed: 1957, expanded 1983
Capacity 232
Average age: 33 (state) 29 (county)
Employees: 60

Hall County Correctional Institution
Route 3, Box 110 A
Gainesville, GA 30501

404/536-3672
Warden: Ralph Suggs
Constructed: 1963, addition in 1982
Capacity 218
Average age: 25-30
Employees: 26

Harris County Correctional Institution
Route 2, Box 355
Hamilton, GA 31811

404/628-4959
Warden: Jimmy Evans
Constructed: 1936
Capacity: 55
Average age: 28
Employees: 20

Houston County Correctional Institution
Kings Chapel Road
Perry, Ga 31069

912/987-1477
Warden: Larry Fairchild
Constructed: 1973-74
Capacity: 104
Average age: 34
Employees: 32

Jackson County Correctional Institution
Route 3, Box 247
Jefferson, GA 30549

404/367-5287
Warden: Dale Glenn
Constructed 1937, renovated, added dorm in 1954; new dorm, chapel, isolation area 1983
Average Age: 33
Employees: 25 full time, 3 part-time

Jefferson County Correctional Institution
Route 1, Box 9A
Louisville, GA 30434

912//625-7230
Warden: George T. Smith
Data not available

Meriwether County Correctional Institution
Route 3, Box 3
Greenville, GA 30222

404/672-4433
Warden: Fred Smith
Capacity: 76
Average age: 26
Employees: 15

Mitchell County Correctional Institution
P.O. Box 191
Camilla, GA 31730

912/336-5691
Warden: Bruce Shiver
Constructed: 1953
Capacity: 80
Average age: 37.5
Employees: 27 (incl. road dept.)

Muscogee County Correctional Institution
3950 Schatulga Road
Columbus, GA 31907

404/561-3220
Warden: Willard Ivey
Constructed: 1954
Capacity: 240
Average age: 28
Employees: 32

Richmond County Correctional Institution
P.O. Box 5259
Augusta, GA 30906

404/798-5572
Warden: Michael Greene
Constructed: 1963
Capacity: 225
Average age: 30 (perm) 18 (county/misc.)
Employees: 55

Screven County Correctional Institution
P.O. Box 377
Sylvania, GA 30467

912/863-7678
Warden: Allen Mixson
Opened: April 1987
Data not available

Spalding County Correctional Institution
1515 Williamson Road
Griffin, GA 30233

404/228-2946
Warden: Arsene C. Massac
Constructed: 1950
Capacity: 114
Average age: 30
Employees: 41

Stewart County Correctional Institution
P.O. Box 157
Lumpkin, GA 31815

912/838-4385
Warden: Jimmy Babb
Data not available

Sumter County Correctional Institution
P.O. Box 484
Americus, GA 31709

912/924-6066
Warden: James W. McClung
Constructed: 1939, addition 1982
Capacity: 141
Average age: 26 (perm) 24 (temp)
Employees: 36

Terrell County Correctional Institution
Route 5, Box 38
Dawson, Ga 31742

912/995-5381
Warden: James Kilgore
Constructed: 1947
Capacity: 55
Average age: 34
Employees: 15

Thomas County Correctional Institution
Route 1, Box 302
Thomasville, GA 31792

912/226-8933
Warden: Donnie Cleveland
Constructed: 1937, annex in 1965, other additions in 1969, 1975 and 1987
Capacity: 100
Average age: 31
Employees: 17

Troup County Correctional Institution
Route 1, Hamilton Road
LaGrange, GA 30240

404/883-1720
Warden: Billy Ledford
Constructed: 1927
Capacity: 80 (state) 26 (county) 69 (jail)
Average age: 26 and up
Employees: 31

Upson County Correctional Institution
2440 Yatesville Highway
Thomaston, GA 30286

404/647-7452
Warden: W.R. Cochran
Constructed: 1939
Capacity: 70
Average age: 31
Employees: 20

Transitional Centers

Atlanta Advancement Center
310 Ponce de Leon Ave., NE
Atlanta, GA 30308

404/894-4277
Gist: 222-4277
Supt.: James Doctor
Opened 1969 (relocated 1974)
Maximum capacity: 156 males
Average population FY88: 143
Pre-release
Security level: Minimum
Employees: 30
Cost of care: $26.68

Macon Transitional Center
1100 Second Street
Macon, Ga 31201

912/751-6090
Gist: 321-6090
Supt.: Art Gavin
Opened 1972

Maximum capacity 120
Average population FY88: 125
Males and females
Pre-release
Security level: Minimum
Employees: 30
Cost of care: $26.68

Metro Transitional Center
1303 Constitution Road
Atlanta, Ga 30316

404/656-5375
Gist: 221-5375
Supt.: Mary Lewis
Opened 1983
Maximum capacity: 47 females
Average population FY88: 65
Pre-release
Security level: Minimum
Employees: 18
Cost of care: $26.68

New Horizons
344 Ponce de Leon Ave.
Atlanta, GA 30308

404/894-4116
Gist: 222-4116
Supt.: Guy Hickman
Opened 1978
Maximum capacity: 85 females
Average population FY88: 98
Pre-release
Security level: Minimum
Employees: 23
Cost of care: $26.68

Savannah Transitional Center
439 East Broad Street
Savannah, GA 31401

912/944-2268
Gist: 361-2268
Supt.: Herman Johnson
Opened 1978
Maximum Capacity: 55 males
Average population FY88: 56
Pre-release
Age limits: 17 and up
Security level: Minimum
Employees: 17
Cost of care: $26.68

Diversion Centers

Albany Diversion Center
6006 Reid St., Turner Field
Albany, GA 31702

912/439-4309
Gist: 341-4309
Supt.: A. Don Chandler
Opened 1974, Capacity 65
Average population FY87: 40 males, 25 females
Probationers
Employees: 22
Cost of care: 31.96

Alcovy Diversion Center
P.O. Box 1600
Monroe, GA 30655

404/267-7387
Supt.: Larry Fritzgerald
Opened 1988
Employees: 15

Athens Diversion Center
P.O. Box 1229
Athens, GA 30603

404/542-8628
Gist: 241-8628
Supt.: David Gibbs
Opened 1975, Capacity 52
Average population FY88: 50 males
Probationers
Employees: 14
Cost of care: $31.96

Atlanta Diversion Center
1566 Bankhead Highway, NW
Atlanta, GA 30318

404/792-7055
Gist: 894-2798
Supt.: Alexander Bullock
Opened 1975, Capacity 40
Average population FY88: 40 males
Probationers
Employees: 15
Cost of care: $31.96

Augusta Diversion Center
P.O. Box 5706
Augusta, GA 30906

404/790-2916
Gist: 334-2918
Supt.: Alvin Mitchell
Opened 1983, Capacity 50
Average population FY87: 50 males
Probationers
Employees: 15
Cost of care: $31.96

Clayton Diversion Center
P.O. Box 2283
Forest Park, GA 30051

404/363-3268
Supt: Margaret W. McBrayer
Opened 1987, Capacity 50 males
Average population: 50
Probationers
Employees: 15
Cost of care: $31.96

Cobb Diversion Center
831 N. Cobb Parkway
Marietta, GA 30062

404/427-3148
Supt.: Dennis T. Clark
Opened 1975, Capacity 50
Average population FY88: 50 males
Probationers
Employees: 15
Cost of care: $31.96

Columbus Diversion Center
3900 Schatulga Road
Columbus, GA 31902

404/568-5167 (or 5168)
Gist: 252-5167
Supt.: Bobby Lavoie
Opened 1986, Capacity 52 males
Average population: 52
Probationers
Employees: 15
Cost of care: $31.96

Fulton Diversion Center
975 Memorial Drive, SE
Atlanta, GA 30316

404/656-3167
Supt.: Robert Rosenbloom
Assumed by state 1984
Capacity: 38
Average population FY88: 38 males
Probationers
Employees: 14
Cost of care: $31.96

Gainesville Diversion Center
P.O. Box 2382
Gainesville, GA 30503

404/535-5723
Gist: 261-5723
Supt.: Roger Pressley
Opened 1970, Capacity 35
Average population FY88: 35 males
Probationers
Employees: 15
Cost of care: $31.96

Gateway Diversion Center
1100 Sylvan Road
Atlanta, GA 30310

404/756-4600
Gist: 222-2650
Supt.: Arnold DePetro
Opened 1974, Capacity 52
Average population FY88: 52 males
Probationers
Employees: 15
Cost of care: $31.96

Griffin Diversion Center
P.O. Box 1086
Griffin, GA 30224

404/229-5841
Supt.: James Fletcher
Opened 1983, Capacity 52
Average population FY88: 52
Probationers
Employees: 15
Cost of care: $31.96

Macon Diversion Center
1232 Jeffersonville Road
Macon, GA 31201

912/744-6197
Gist: 321-6197
Supt.: R. Dennis Cook
Opened 1974, Capacity 40
Average population FY88: 40 males
Probationers
Employees: 14
Cost of care: $31.96

Rome Diversion Center
c/o Northwest Georgia
Regional Hospital, Bldg. 206
Rome, GA 30161

404/295-6418
Gist: 231-6418
Supt.: James H. Deal
Opened 1974, Capacity 50
Average population FY88: 40
Probationers
Employees: 19
Cost of care: $31.96

Savannah Diversion Center
P.O. Box 1087
Savannah, GA 31401

912/651-2733
Supt.: Raymond Rouse
Opened 1988
Employees: 15

Thomasville Diversion Center
P.O. Box 980
Thomasville, GA 31792

912/228-5177
Gist: 344-2348
Supt.: Roger Varnadore
Opened 1978, Capacity 40
Probationers
Security level: Minimum
Employees: 14
Cost of care: $31.96

Waycross Diversion Center
P.O. Box 759
Waycross, GA 31502-0759

912/285-6028
Gist: 368-6028
Supt.: Ike Golub
Opened 1979, Capacity 52
Average population FY88: 52 males
probationers
Employees: 15
Cost of care: $31.96

Women's Diversion Center
1053 West Peachtree St.
Atlanta, GA 30309

404/894-5610
Gist: 222-5610
Supt.: Vickie Hancock
Opened 1980, Capacity 24
Average population FY88: 24
Probationers
Employees: 15
Cost of care: $31.96

Inmate Profile

TOTAL STATE PRISON POPULATION		17,667	
RACE			
White		6,894	39%
Nonwhite		10,773	61%
Not Reported		0	
Total		17,667	100%
Data not reported on	0% of inmates		
SEX			
Male		16,780	95%
Female		887	5%
Not Reported		0	
Total		17,667	100%
Data not reported on	0% of inmates		
RACE AND SEX			
White Male		6,560	37%
Nonwhite Male		10,220	58%
White Female		334	2%
Nonwhite Female		553	3%
Not Reported		0	
Total		17,667	100%
Data not reported on	0% of inmates		
CRIME			
Felony		17,303	98%
Misdemeanor		364	2%
Not Reported		0	
Total		17,667	100%
Data not reported on	0% of inmates		
AGE			
21 and under		2,061	12%
22 to 39		12,788	72%
40 to 54		2,329	13%
55 and over		489	3%
Not Reported		0	
Total		17,667	100%
Data not reported on	0% of inmates		
AVERAGE AGE		31.15	

I.Q.		
Less than 70	1,036	7%
70 and up	13,496	93%
Not Reported[1]	3,135	
Total	17,667	100%
Data not reported on 18% of inmates		
AVERAGE I.Q.	97.6	
SELF-REPORTED SOCIO-ECONOMIC CLASS		
Welfare	2,159	15%
Occasionally Employed	83	1%
Minimum Standard	7,775	54%
Middle Class	4,405	31%
Not Reported	3,245	
Total	17,667	100%
Data not reported on 18% of inmates		
SELF-REPORTED ENVIRONMENT TO AGE 16		
Rural (farm)	1,540	11%
Rural (non-farm)	1,120	8%
Large Cities	4,887	33%
Small Cities	3,283	22%
Small Towns	3,788	26%
Not Reported	3,049	
Total	17,667	100%
Data not reported on 17% of inmates		
SELF-REPORTED LIVING ARRANGEMENTS PRIOR TO APPREHENSION		
Living Alone	390	13%
Living With Spouse	934	31%
Illicit Relationship	259	9%
Living with Same Sex	85	3%
No Home	5	0%
Inmate of Institution	46	2%
With Another Family	185	6%
With Parents	1,048	35%
Other	58	2%
Not Reported	14,657	
Total	17,667	100%
Data not reported on 83% of inmates		

1 Some categories contain large numbers of "Not Reported" responses. The percentages listed by each category are the true estimates for the entire inmate population since the "Not Reported" category is disregarded when computing these percentages. The percentage of inmates with unreported data is provided to give some idea as to the quantity of unreported data.

SELF REPORTED EDUCATION LEVEL		
Less than Grade 7	866	6%
Grade 7	725	5%
Grade 8	1,670	11%
Grade 9	2,176	14%
Grade 10	2,388	16%
Grade 11	1,832	12%
Grade 12	5,412	35%
More than Grade 12	208	1%
Not Reported	2,390	
Total	17,667	100%
Data not reported on 14% of inmates		
AVERAGE EDUCATION LEVEL	10.1	
FUNCTIONAL READING LEVEL (WRAT SCORES)		
Less than Grade 6	6,436	47%
Grade 6 through 8	3,898	29%
Grade 9	810	6%
Grade 10	594	4%
Grade 11	445	3%
Grade 12	1,361	10%
More than Grade 12	91	1%
Not Reported	4,032	
Total	17,667	100%
Data not reported on 23% of inmates		
AVERAGE FUNCTIONAL READING LEVEL	6.71	
NUMBER OF SENTENCES		
One	10,226	58%
Two	4,167	24%
Three	1,664	9%
Four	728	4%
Five	350	2%
More than Five	532	3%
Not Reported	0	
Total	17,667	100%
Data not reported on 0% of inmates		
SELF-REPORTED EMPLOYMENT STATUS AT APPREHENSION		
Employed Full Time	4,555	32%
Employed Part Time	707	5%
Unemployed Recently	3,805	26%
Unemployed Long Time	4,849	34%
Never Worked	222	2%
Student	78	1%
Incapable of Work	178	1%
Not Reported	3,273	
Total	17,667	100%
Data not reported on 19% of inmates		

SELF-REPORTED MARITAL STATUS		
Single, Never Married	6,830	45%
Married	2,910	19%
Separated	999	7%
Divorced (Not Remarried)	1,699	11%
Widowed	291	2%
Common Law Marriage	2,472	16%
Not Reported	2,466	
Total	17,667	100%
Data not reported on 14% of inmates		
SELF-REPORTED NUMBER OF CHILDREN		
No Children	6,013	43%
One Child	3,340	24%
Two Children	2,316	16%
Three Children	1,242	9%
Four Children	606	4%
Five Children	269	2%
More than Five	307	2%
Not Reported	3,574	
Total	17,667	100%
Data not reported on 20% of inmates		
SELF-REPORTED RELIGIOUS AFFILIATION		
Islam (Muslim)	345	3%
Catholic	560	4%
Baptist	9,655	73%
Methodist	677	5%
Episcopalian	36	0%
Presbyterian	84	1%
Church of God	125	1%
Holiness	742	6%
Other Religions	1,070	8%
Jewish	13	0%
Not Reported	4,360	
Total	17,667	100%
Data not reported on 25% of inmates		
SECURITY STATUS		
Trusty or Work Release	471	3%
Minimum Supervision	2,565	15%
Medium Supervision	6,004	34%
Close Supervision	7,820	44%
Maximum Supervision	807	5%
Incomplete Diagnostic	0	0%
Not Reported	0	
Total	17,667	100%
Data not reported on 0% of inmates		

FAMILY BEHAVIOR PATTERNS[2]		
Criminality	2,829	35%
Alcoholism	1,057	13%
Drug Abuse	75	1%
Domineering	40	0%
Migrant	228	3%
Frequent Beatings	83	1%
Grossly Permissive	125	2%
Father Absent	3,527	43%
Mother Absent	229	3%
Not Reported	9,642	
Total	17,835	100%
Data not reported on 54% of inmates		
SELF-REPORTED GUARDIAN STATUS TO AGE 16		
Orphanage	48	0%
Father Only Head	383	3%
Father with Mother Head	64	0%
Mother Only Head	4,756	33%
Mother with Father Head	7,551	52%
Other Female	346	2%
Other Male	55	0%
Step Parents	124	1%
Foster Home	237	2%
Grandparents	1,101	8%
Not Reported	3,002	
Total	17,619	100%
Data not reported on 17% of inmates		
CRIMES BY GROUP		
Homicide	2,691	15%
Abortion	0	0%
Bodily Injury	1,309	7%
Arson	130	1%
Damage of Property	44	0%
Burglary	3,200	18%
Forgery	538	3%
Theft	1,598	9%
Robbery	3,276	19%
Sexual Offenses	1,504	9%
Obscenity Crimes	0	0%
Treason	0	0%
Crimes Involving Government	3	0%
Falsifications	7	0%
Obstruction of Law	29	0%
Disorderly Conduct	11	0%
Gambling	0	0%
Cruelty to Children	76	0%

2 Since behavior problems, not inmates, are counted, there may be more than one behavior code assigned to an inmate. Therefore, the total number of cases, both reported and not reported, may exceed the total inmate population.

Crimes With Guns	93	1%
Invasion of Privacy	7	0%
Racketeering	4	0%
Drug Offenses	1,973	11%
Auto Crimes	758	4%
Revenue and Contraband	0	0%
Miscellaneous Felonies	52	0%
Misdemeanors	364	2%
Not Reported	0	
Total	17,667	100%

Data not reported on 0% of inmates

MOST FREQUENT CRIMES[3]

Burglary (F)	3,140	18%
Armed Robbery (f)	2,532	14%
Murder (F)	1,866	11%
Aggravated Assault (F)	814	5%
Robbery (F)	707	4%
Voluntary Manslaughter (F)	703	4%
Habitual Traffic Violation (F)	700	4%
Rape (F)	641	4%
Possession Narcotics (F)	599	3%
Theft by Taking (F)	543	3%
Motor Vehicle Theft (F)	446	3%
Sale, Distribution of Narcotics (F)	436	2%
Child Molesting (F)	435	2%
Forgery, First Degree (F)	415	2%
Kidnapping (F)	309	2%
Sale, Distribution of Marijuana (F)	292	2%
Theft: Stolen Property (F)	253	1%
Possession of Marijuana (F)	224	1%
All Other Felonies	2,265	13%
Misdemeanors	347	2%
Not Reported	0	
Total	17,667	100%

Data not reported on 0% of inmates

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3 (F) denotes a Felony.

Number of Inmate Days and Average Daily Cost
FY 1987

Institution	Average Inmate Count	Inmate Days	Total Costs ($)	Total Cost ($)/Day Per Inmate
A. Burruss CI	221	80,665	3,825,570	47.43
Augusta CMI	682	248,930	14,247,370	57.23
Central CI	542	197,830	5,671,331	28.67
Coastal CI	750	273,750	8,087,708	29.54
Dodge CI	609	222,285	5,923,718	26.65
GD&CC	1,775	647,875	16,980,963	26.21
Ga. Ind. Inst.	1,530	558,450	16,221,225	29.05
Ga. State Prison	947	345,655	23,412,530	67.73
Ga. Trng. & Dev.	262	95,630	3,233,663	33.81
Lee CI	636	232,140	6,348,232	27.35
Lowndes CI	122	44,530	1,736,340	38.99
Metro CI	691	252,215	7,687,870	30.48
MGCI - Bostick - 4/87	57	20,805	1,157,441	55.63
MGCI - Men	614	224,110	6,730,706	30.03
MGCI - Rivers	939	342,735	12,014,092	35.05
MGCI - Women	689	251,485	8,975,169	35.69
MGCI - YO	947	345,655	11,501,161	33.27
Montgomery CI	423	154,395	3,987,972	25.83
Putnam CI	117	42,705	1,536,488	35.98
Rogers CI	430	156,950	5,902,611	37.61
Rutledge CI	579	211,335	6,866,653	32.49
Stn. Mtn. CI	224	81,760	2,360,973	28.88
Walker CI	323	117,895	3,304,786	28.03
Ware CI	105	38,325	1,499,255	39.12
Wayne CI	189	68,985	2,170,247	31.46
Totals & Averages	14,403	5,257,095	181,384,074	34.50

FY87 ADMISSIONS TO PRISON

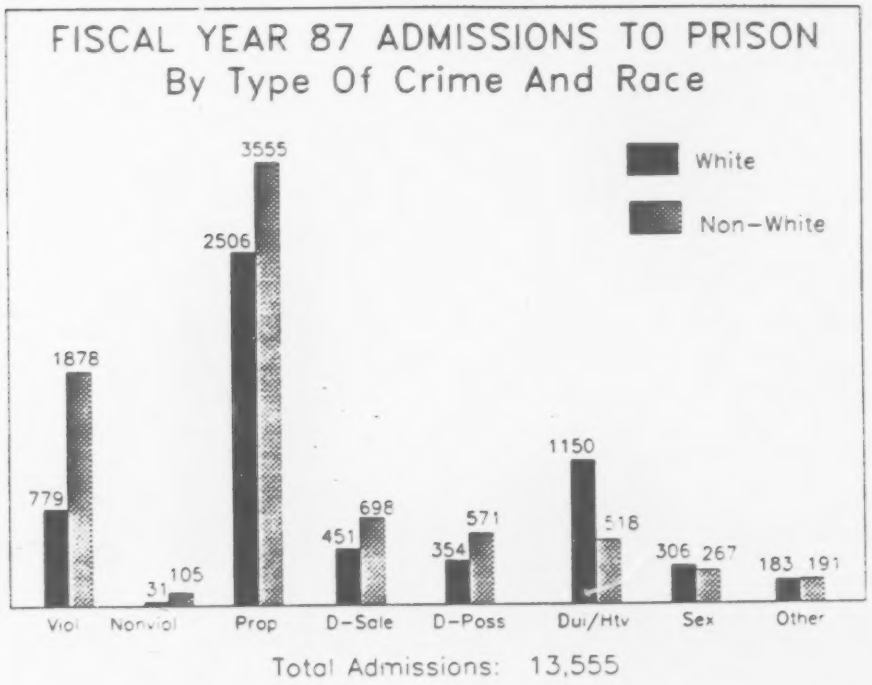
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
NEW ADMISSIONS FROM COURT	608	533	562	607	644	686	510	478	600	695	808	781	7,512
PAROLE REVOCATIONS	169	165	192	266	164	217	187	233	216	142	183	233	2,367
PROBATION REVOCATIONS (TOTAL)	14	5	3	9	7	7	6	5	6	7	5	6	80
PROBATION REVOCATIONS (PART)	357	321	277	287	333	301	246	203	287	287	338	359	3,596
TOTAL	1,148	1,024	1,034	1,169	1,148	1,211	949	919	1,109	1,131	1,334	1,379	13,555

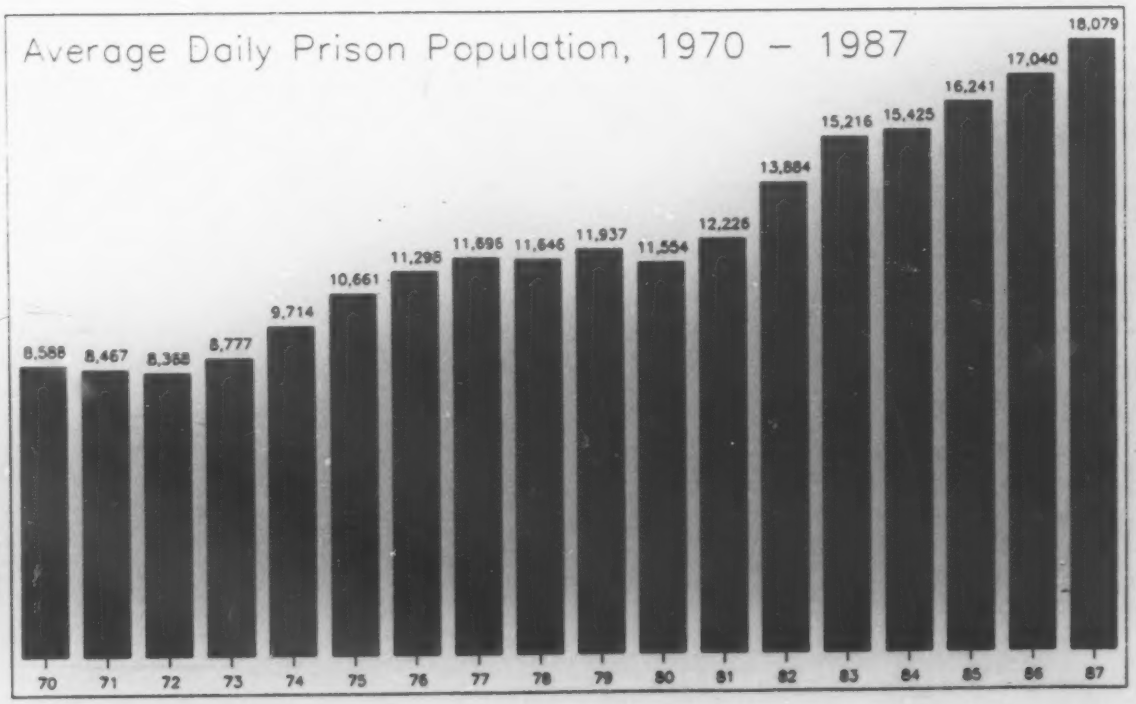
FY87 DEPARTURES FROM PRISON

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
SENTENCE EXPIRED	273	233	272	245	239	267	237	321	309	247	305	292	3240
COMMUTED BY PAROLE BOARD	1	1	7	6	1	6	0	2	0	2	0	5	31
PAROLED	503	600	633	771	703	809	531	673	710	826	696	676	8131
AMENDED TO PROBATION BY COURT	6	6	3	4	3	3	2	1	4	2	2	5	41
SPECIAL REPRIEVE BY PAROLE BOARD	159	114	48	19	16	27	13	13	8	22	11	39	489
SUSPENDED SENTENCE	0	0	0	0	0	0	0	0	0	2	0	0	2
COMMUTED BY THE COURT	1	2	0	1	1	0	0	1	0	2	2	0	10
CONDITIONAL TRANSFER	18	20	23	37	23	20	27	16	27	14	19	23	267
TOTAL	961	976	986	1,083	986	1,132	810	1,027	1,058	1,117	1,035	1,040	12,211

FY87 ESCAPES/APPREHENSION

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
ESCAPES	14	18	11	8	3	8	9	9	17	14	13	21	145
APPREHENDED SAME MONTH OF ESCAPE	6	10	6	6	0	2	4	7	9	11	5	16	82
TOTAL APPREHENDED (ESCAPED THIS MONTH OR IN A PRIOR MONTH)	11	17	11	18	4	6	12	11	16	15	7	26	154


FISCAL YEAR 87 ADMISSIONS TO PRISON
By Type Of Crime And Race
White
Non-White
779
1878
31
105
2506
3555
451
698
354
571
1150
518
306
267
183
191
Viol
Nonviol
Prop
D-Sale
D-Poss
Dui/Htv
Sex
Other
Total Admissions: 13,555


Average Daily Prison Population, 1970 - 1987
8,588
8,467
8,368
8,777
9,714
10,661
11,298
11,696
11,646
11,937
11,554
12,226
13,884
15,216
15,425
16,241
17,040
18,079
70
71
72
73
74
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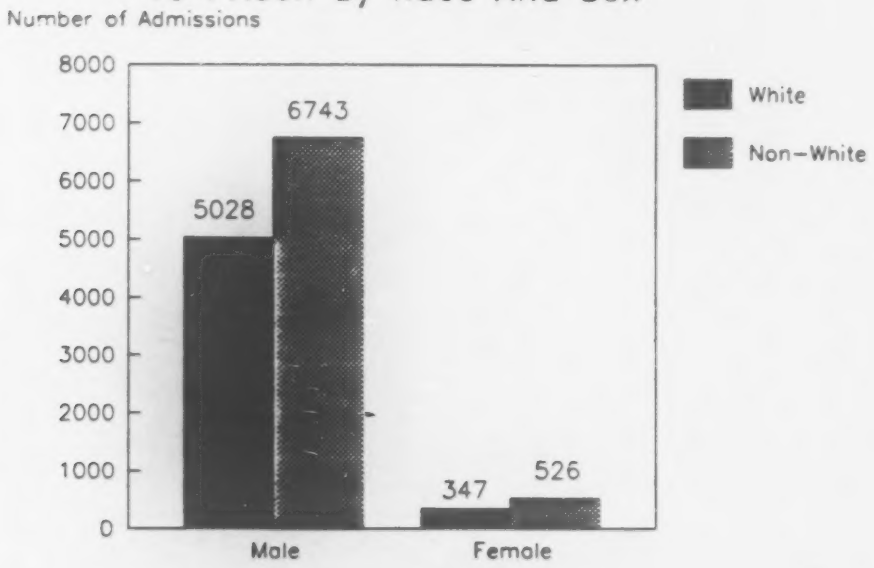
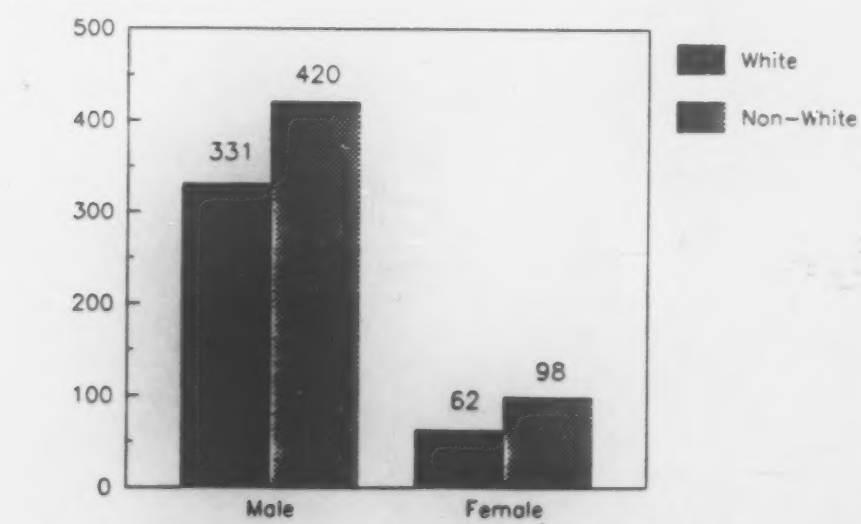
87

FISCAL YEAR 87 FELONY ADMISSIONS
To Prison By Race And Sex



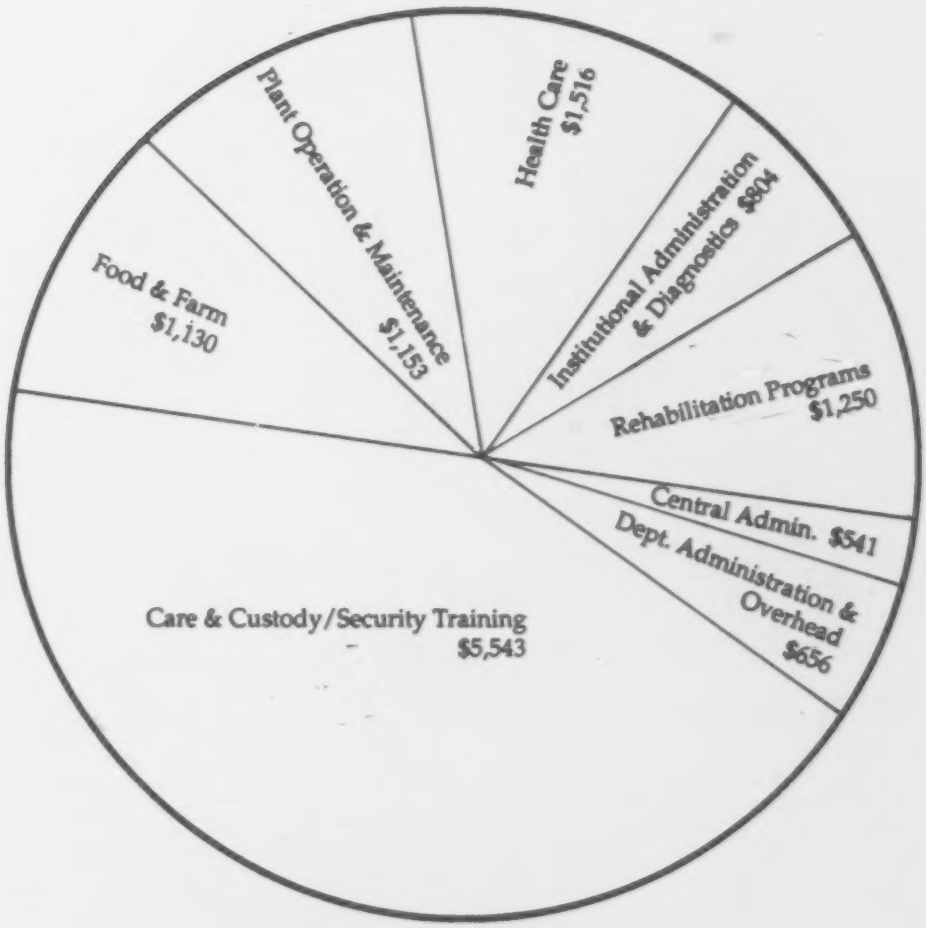
Total Felony Admissions: 12,644

FISCAL YEAR 87 MISDEMEANANT ADMISSIONS
To Prison By Race And Sex



Total Misdemeanant Admissions: 911

ACTUAL PROGRAMMATIC COSTS PER INMATE
FY 1987



Daily Costs

Care & Custody/Security Trng.	$15.19
Food & Farm	3.10
P.O.M.	3.16
Health Care	4.15
Inst. Adm./Diag.	2.20
Rehab. Programs	3.42
Central Administration	1.48
Dept. Adm./Overheads	1.80
Total	**$34.50**

Excludes Capital Outlay ($4.15)

DEPARTMENT OF CORRECTIONS
COMBINING STATEMENT OF FUNDS AVAILABLE AND EXPENDITURES
BUDGET FUND
YEAR ENDED JUNE 30, 1987

FUNDS AVAILABLE	"A" DEPARTMENTAL OPERATIONS	"B" CORRECTIONAL INSTITUTIONS, TRANSITIONAL CENTERS AND SUPPORT	"E" DIVISION OF PROBATIONS	TOTALS YEAR ENDED JUNE 30, 1987	TOTALS YEAR ENDED JUNE 30, 1986
REVENUES					
STATE APPROPRIATION					
General Appropriations	$ 27,386,004.00	$ 167,153,480.00	$ 36,228,917.00	$ 230,768,401.00	$ 208,745,972.00
Amended Appropriations	660,187.00	2,796,035.00	812,530.00	4,268,752.00	2,536,978.00
Supplementary Appropriation		0.00		0.00	1,700,000.00
Budget Adjustments	1,005,157.00	-750,157.00	-255,000.00	0.00	0.00
Total State Appropriation	$ 29,051,348.00	$ 169,199,358.00	$ 36,786,447.00	$ 235,037,153.00	$ 212,982,950.00
FEDERAL FINANCIAL ASSISTANCE (See Schedule)	41,536.20	768,242.54		809,778.74	647,415.82
OTHER REVENUES RETAINED (See Schedule)	1,185,059.58	3,476,148.88	5,255,924.52	9,917,132.98	7,609,371.29
Total Revenues	$ 30,277,943.78	$ 173,443,749.42	$ 42,042,371.52	$ 245,764,064.72	$ 221,239,737.11
CARRY-OVER FROM PRIOR YEAR					
Transfer from Reserved Fund Balance					
Federal Financial Assistance		$ 16,112.49		$ 16,112.49	$ 81,919.03
Other					
Insurance Recoveries		13,187.54		13,187.54	1,707.21
Special Education Contracts		11,708.81		11,708.81	10,299.54
Total Carry-Over From Prior Year		$ 41,008.84		$ 41,008.84	$ 93,925.78
Total Funds Available	$ 30,277,943.78	$ 173,484,758.26	$ 42,042,371.52	$ 245,805,073.56	$ 221,333,662.89
EXPENDITURES					
PERSONAL SERVICES					
Salaries and Wages	$ 8,382,903.92	$ 93,425,533.06	$ 27,358,917.88	$ 129,167,354.86	$ 112,163,873.75
Employer's Contributions for:					
F.I.C.A.	573,219.09	6,630,637.22	1,842,189.88	9,046,046.19	7,808,258.66
Retirement	1,436,293.06	16,239,823.49	4,738,695.96	22,414,812.51	19,300,129.38
Health Insurance	407,990.99	4,567,417.29	1,338,546.60	6,313,954.88	6,441,623.21
Personal Liability Insurance	25,874.00	369,430.00	102,654.00	497,958.00	162,000.00
Unemployment Compensation Insurance		221,062.00		221,062.00	0.00
Workers' Compensation Insurance	58,740.00	763,620.00	156,640.00	979,000.00	870,140.00
Assessments by Merit System	42,644.00	649,152.04	179,336.00	871,132.04	753,022.12
	$ 10,927,665.06	$ 122,866,675.10	$ 35,716,980.32	$ 169,511,320.48	$ 147,499,047.12
REGULAR OPERATING EXPENSES					
Motor Vehicle Expenses	$ 162,053.63	$ 988,373.29	$ 181,978.65	$ 1,332,405.57	$ 1,366,076.19
Supplies and Materials	251,641.36	16,368,569.83	601,263.76	17,221,434.95	16,513,678.09
Repairs and Maintenance	64,319.12	1,441,450.79	109,034.01	1,614,803.92	1,266,146.51
Lease/Purchase of Equipment	0.00			0.00	117,081.65
Rents (Other than Real Estate)	27,457.46	28,535.54	9,158.99	65,151.99	364,202.58
Insurance and Bonding	41,800.00	202,428.00	49,730.00	293,958.00	229,420.00
Claims and Indemnities		3,779.90		3,779.90	5,505.87
Direct Benefits - Medical Care and Public Assistance		2,566.92		2,566.92	6,983.09
Tuition and Scholarships		27,156.31		27,156.31	36,066.75
Other Operating Expenses (See Schedule)	53,364.00	111,526.78	45,308.53	210,199.31	199,678.48
Duplicating and Rapid Copy	145.50			145.50	0.00
	$ 600,781.07	$ 19,194,387.37	$ 996,653.94	$ 20,791,622.38	$ 20,106,837.21

The notes to the financial statements are an integral part of this statement.

DEPARTMENT OF CORRECTIONS
COMBINING STATEMENT OF FUNDS AVAILABLE AND EXPENDITURES
BUDGET FUND
YEAR ENDED JUNE 30, 1987

EXPENDITURES	"A" DEPARTMENTAL OPERATIONS	"B" CORRECTIONAL INSTITUTIONS, TRANSITIONAL CENTERS AND SUPPORT	"E" DIVISION OF PROBATION	TOTALS YEAR ENDED JUNE 30, 1987	TOTALS YEAR ENDED JUNE 30, 1986
TRAVEL	$ 376,725.16	$ 222,086.46	$ 573,411.81	$ 1,172,223.43	$ 917,520.27
MOTOR VEHICLE PURCHASES	$ 718,313.18	$ 501,225.55	$ 487,877.86	$ 1,707,416.59	$ 2,552,957.06
PUBLICATIONS AND PRINTING	$ 79,622.77	$ 106,600.20	$ 198,858.92	$ 385,081.89	$ 264,841.67
EQUIPMENT PURCHASES					
Equipment Purchases	$ 109,500.20	$ 2,864,425.53	$ 408,798.42	$ 3,382,724.15	$ 3,685,680.00
Lease/Purchase of Equipment	18,744.72	15,051.88	17,119.58	50,916.18	0.00
Rental of Equipment	52,590.92	200,281.13	67,977.84	320,849.89	0.00
	$ 180,835.84	$ 3,079,758.54	$ 493,895.84	$ 3,754,490.22	$ 3,685,680.00
COMPUTER CHARGES					
Supplies and Materials	$ 62,591.86	$ 4,078.10	$ 5,162.00	$ 71,831.96	$ 35,265.70
Repairs and Maintenance	30,364.57	4,998.78		35,363.35	31,396.35
Rents (Other than Real Estate)	460.20			460.20	400.00
Other Expenses (See Schedule)	1,588.46			1,588.46	400.00
Software	13,830.37	13,178.15	124.95	27,133.47	75,158.45
Equipment Purchases					
Equipment Purchases	296,553.93	26,279.46	56,658.25	379,491.64	345,266.12
Lease/Purchase of Equipment	230,764.80			230,764.80	121,653.50
Rental of Equipment	4,292.72			4,292.72	0.00
Per Diem, Fees and Contracts					
Per Diem and Fees	7,079.52			7,079.52	249,968.72
Contracts	782,935.13	500.00	36,500.00	819,935.13	181,298.00
Computer Billings, DOAS	1,159,375.69			1,159,375.69	800,006.00
	$ 2,589,837.25	$ 49,034.49	$ 98,445.20	$ 2,737,316.94	$ 2,060,814.84
REAL ESTATE RENTALS	$ 1,157,209.04	$ 395,909.47	$ 1,076,106.57	$ 2,629,225.08	$ 2,140,393.12
TELECOMMUNICATIONS	$ 288,358.18	$ 1,070,680.75	$ 480,009.23	$ 1,839,048.16	$ 1,770,338.32
PER DIEM, FEES AND CONTRACTS					
Per Diem and Fees	$ 113,054.11	$ 259,833.12	$ 12,153.36	$ 385,040.59	$ 359,715.47
Contracts	958,858.72	78,249.43	100.00	1,037,208.15	1,028,372.74
	$ 1,071,912.83	$ 338,082.55	$ 12,253.36	$ 1,422,248.74	$ 1,388,088.21
CAPITAL OUTLAY					
Other Costs					
Supplies and Materials		$ 118,769.86		$ 118,769.86	$ 0.00
Rents (Other than Real Estate)		115.00		115.00	0.00
Other Expenses (See Schedule)		82.03		82.03	1,055.63
Travel		3,023.38		3,023.38	0.00
Equipment Purchases					
Equipment Purchases		35,754.00		35,754.00	0.00
Per Diem, Fees and Contracts					
Per Diem and Fees		2,200.00		2,200.00	0.00
Contracts	$ 316,000.00	298,982.53	$ 1,149,500.00	1,764,482.53	2,773,744.37
	$ 316,000.00	$ 458,926.80	$ 1,149,500.00	$ 1,924,426.80	$ 2,774,800.00

The notes to the financial statements are an integral part of this statement.

DEPARTMENT OF CORRECTIONS
COMBINING STATEMENT OF FUNDS AVAILABLE AND EXPENDITURES
BUDGET FUND
YEAR ENDED JUNE 30, 1987

EXPENDITURES	"A" DEPARTMENTAL OPERATIONS	"B" CORRECTIONAL INSTITUTIONS, TRANSITIONAL CENTERS AND SUPPORT	"E" DIVISION OF PROBATION	TOTALS YEAR ENDED JUNE 30, 1987	TOTALS YEAR ENDED JUNE 30, 1986
AUTHORITY LEASE RENTALS					
Georgia Building Authority (Penal)		$ 440,000.00		$ 440,000.00	$ 440,000.00
OTHER					
UTILITIES					
Other Costs					
Utilities	$ 49,963.78	$ 6,800,646.73	$ 321,089.65	$ 7,171,900.16	$ 6,991,605.80
COUNTY SUBSIDY					
Grants to Counties, Cities and Civil Divisions	$ 8,296,229.00			$ 8,296,229.00	$ 7,483,665.00
COUNTY SUBSIDY FOR JAILS					
Grants to Counties, Cities and Civil Divisions	$ 1,183,173.00			$ 1,183,173.00	$ 362,205.50
COURT COSTS					
Per Diem, Fees and Contracts					
Per Diem and Fees	$ 310,678.46			$ 310,678.46	$ 286,888.93
CENTRAL REPAIR FUND					
Other Costs					
Repairs and Maintenance	$ 566,812.57			$ 566,812.57	$ 522,093.64
Rents (Other than Real Estate)	1,603.40			1,603.40	1,393.95
Other Expenses	0.00			0.00	52.12
Equipment Purchases					
Equipment Purchases	12,553.19			12,553.19	39,763.44
	$ 580,969.16			$ 580,969.16	$ 563,303.15
GRANTS FOR LOCAL JAILS					
Grants to Counties, Cities and Civil Divisions	$ 498,027.38			$ 498,027.38	$ 498,787.82
STATE GRANTS FOR COUNTY WORKCAMP CONSTRUCTION					
Grants to Counties, Cities and Civil Divisions	$ 1,014,996.00			$ 1,014,996.00	$ 588,080.00
PAYMENTS TO GEORGIA CORRECTIONAL INDUSTRIES					
Per Diem, Fees and Contracts					
Contracts	$ 0.00			$ 0.00	$ 391,700.00
PAYMENTS TO CENTRAL STATE HOSPITAL FOR MEALS					
Per Diem, Fees and Contracts					
Contracts		$ 2,616,238.47		$ 2,616,238.47	$ 2,255,093.03
PAYMENTS TO CENTRAL STATE HOSPITAL FOR UTILITIES					
Per Diem, Fees and Contracts					
Contracts		$ 1,111,888.80		$ 1,111,888.80	$ 1,147,856.16
PAYMENTS TO PUBLIC SAFETY FOR MEALS					
Per Diem, Fees and Contracts					
Contracts		$ 75,565.62		$ 75,565.62	$ 0.00
INMATE RELEASE FUNDS					
Other Costs					
Other Expenses (See Schedule)		$ 898,424.08		$ 898,424.08	$ 954,036.72

The notes to the financial statements are an integral part of this statement.

DEPARTMENT OF CORRECTIONS
COMBINING STATEMENT OF FUNDS AVAILABLE AND EXPENDITURES
BUDGET FUND
YEAR ENDED JUNE 30, 1987

	"A" DEPARTMENTAL OPERATIONS	"B" CORRECTIONAL INSTITUTIONS, TRANSITIONAL CENTERS AND SUPPORT	"E" DIVISION OF PROBATION	TOTALS YEAR ENDED JUNE 30, 1987	TOTALS YEAR ENDED JUNE 30, 1986
OTHER					
HEALTH SERVICE PURCHASES					
Other Costs					
Supplies and Materials		$ 2,219,045.76		$ 2,219,045.76	$ 1,933,007.52
Rents (Other than Real Estate)		2,139.80		2,139.80	0.00
Direct Benefits - Medical Care and Public Assistance		165,192.60		165,192.60	49,234.53
Equipment Purchases					
Equipment Purchases		542.83		542.83	0.00
Rental of Equipment		303.60		303.60	0.00
Per Diem, Fees and Contracts					
Per Diem and Fees		4,899,967.04		4,899,967.04	4,790,878.22
Contracts		4,582,573.53		4,582,573.53	4,552,316.27
		$ 11,869,765.16		$ 11,869,765.16	$ 11,325,436.54
PAYMENTS TO THE MEDICAL ASSOCIATION OF GEORGIA FOR JAIL AND PRISON HEALTH CARE CERTIFICATION					
Per Diem, Fees and Contracts					
Contracts		$ 44,628.00		$ 44,628.00	$ 42,909.00
UNIVERSITY OF GEORGIA - COOPERATIVE EXTENSION SERVICE CONTRACTS					
Per Diem, Fees and Contracts					
Contracts		$ 239,000.00		$ 239,000.00	$ 217,000.00
MINOR CONSTRUCTION FUND					
Other Costs					
Supplies and Materials		$ 481,687.88		$ 481,687.88	$ 773,680.57
Repairs and Maintenance		30,466.02		30,466.02	0.00
Rents (Other than Real Estate)		1,787.92		1,787.92	80.00
Other Expenses (See Schedule)		1,060.11		1,060.11	0.00
Equipment Purchases					
Equipment Purchases		60,505.30		60,505.30	6,299.09
Per Diem, Fees and Contracts					
Per Diem and Fees		22,600.00		22,600.00	0.00
Contracts		164,985.00		164,985.00	0.00
		$ 763,092.23		$ 763,092.23	$ 780,059.66
Total Other	$ 11,934,036.78	$ 24,419,449.09	$ 321,089.65	$ 36,674,575.52	$ 33,868,627.91
Total Expenditures	$ 30,241,297.16	$ 173,142,816.37	$ 41,606,882.70	$ 244,988,996.23	$ 219,467,945.13
Excess of Funds Available over Expenditures	36,646.62	341,941.89	437,488.82	816,077.33	1,865,717.76
	$ 30,277,943.78	$ 173,484,758.26	$ 42,042,371.52	$ 245,805,073.56	$ 221,333,662.89

The notes to the financial statements are an integral part of this statement.

Georgia Department of Corrections
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David C. Evans, Commissioner

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Georgia Department of Corrections

1988 ANNUAL REPORT

Georgia Department of Corrections

1988 Annual Report

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Message From The Commissioner

Photo by Randal Farr

David C. Evans

The Honorable Joe Frank Harris
Governor of Georgia
and
The Georgia General Assembly
Atlanta, Georgia 30334

Dear Governor Harris and
Members of the General Assembly:

I am pleased to submit the Annual Report for the Department of Corrections for 1988. The inmate and probation population continues to grow and the department's efforts to keep pace are indicated in this report.

New beds were added during the year, including 550 to divert the alcohol abuser and habitual violator from those needed for offenders committing more serious crimes. Rehabilitative programs have been intensified to deal with this specific group of offenders while special provisions and counseling programs have been developed to deal with the HIV+ inmates with added training for both staff and inmates.

Georgia's alternatives to incarceration have increased with additional beds for the SAI programs. At the same time Georgia's first Probation Detention Center has opened thus expanding community service. House Arrest is being tested in various areas of the state and electronic surveillance and telephonic analysis of a probationer's activities are being utilized.

All of these options which were developed to cope with the continually overcrowded institutions were made available with the assistance and support of the Governor and the General Assembly. Only through continued teamwork of this nature will we be able to provide services to meet the estimated growth in the coming years.

Sincerely,

David C. Evans
Commissioner

Introduction

Business is good...and getting better. The 1988 fiscal year found Georgia's prisons more overcrowded than anytime since 1982, in spite of the new facilities being built or the innovative sentencing options being offered.

At the end of FY88, Georgia's 58 prison facilities and transitional centers housed 18,712, while another 2,900 were backlogged in county jails awaiting space in the state system. The aforementioned 18,712 represents not those inmates housed adequately, but rather an amount almost 50 percent over design capacity.

Crime is on the increase, with an accompanying incarceration rate far outdistancing any prediction provided by researchers and planners in the early eighties. The emergence of crack cocaine alone has askewed any reliable predictability. Add to that new sentencing philosophies, new emphasis on alcohol abusers and habitual offenders, and the escalating incarceration continues to grow.

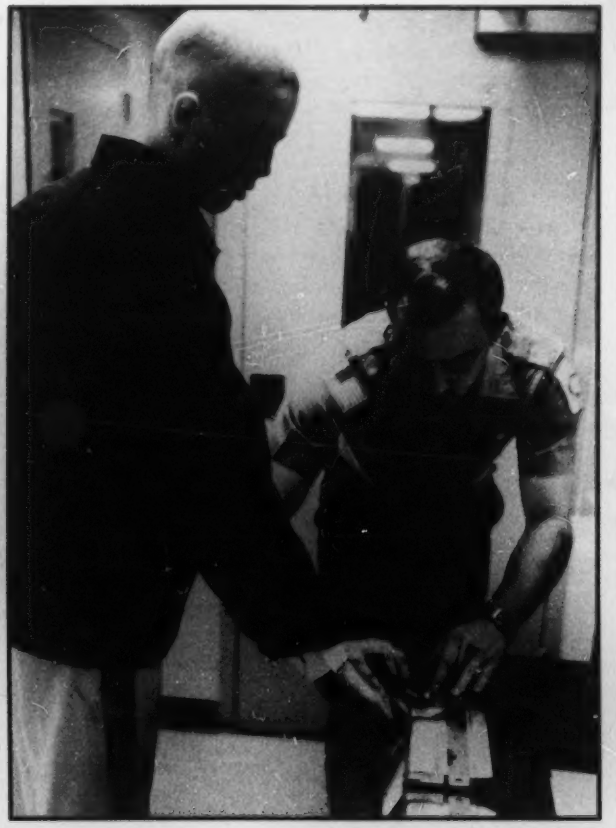


Photo by Eric Christian

Inmate intake

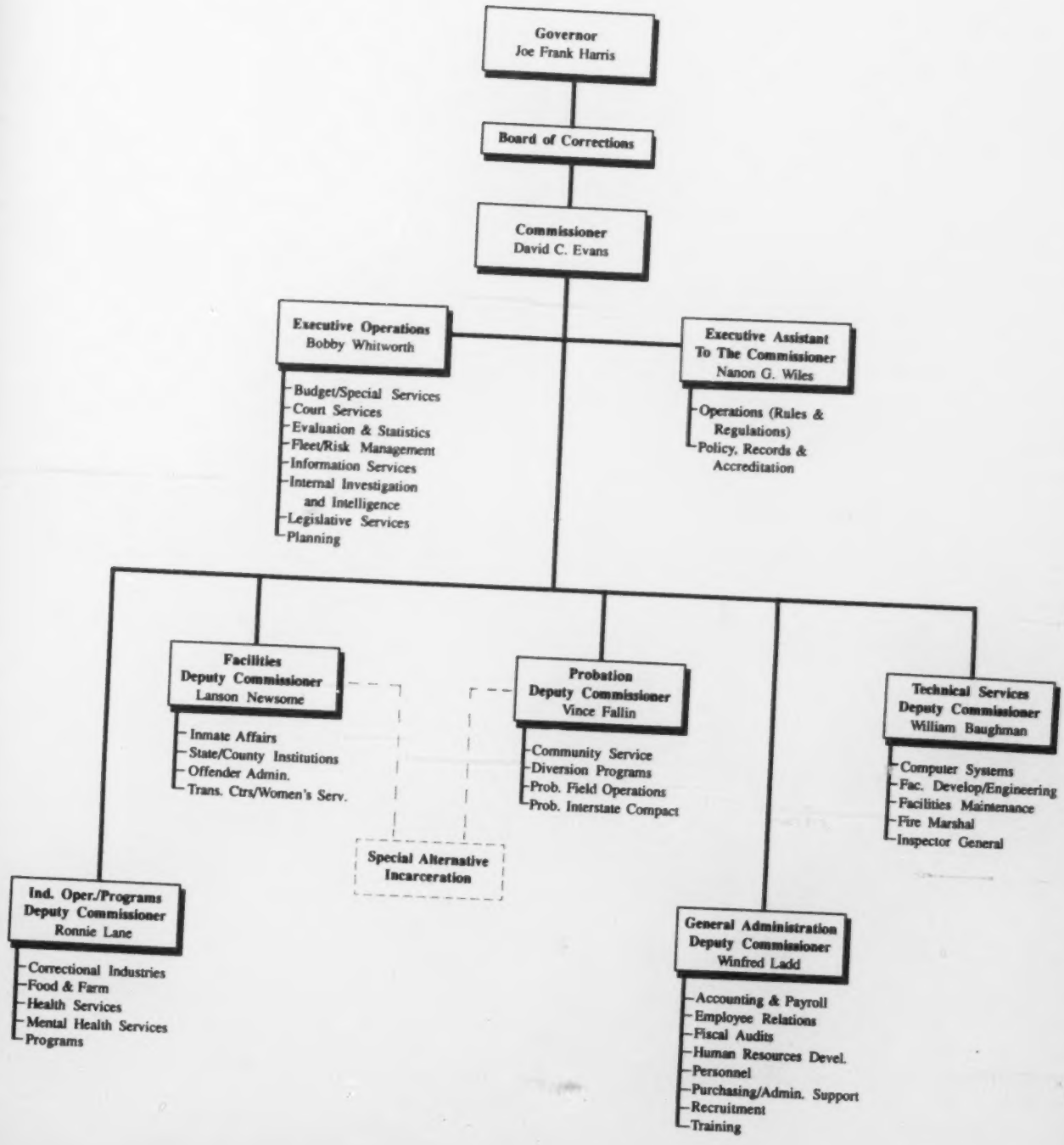
Photo by Richard A. LaMarre

The hours of waiting during the diagnostic process give inmates time to think.

Since 1983 almost 5,000 new bedspaces have been added along with an array of incarceration options which has distinguished the Georgia Department of Corrections as a leader in developing alternatives to expensive imprisonment. FY88 saw 660 new beds come on line, including the 500-bed Bostick Correctional Institution which specifically targets the alcohol abuser and habitual violator.

The market of offenders continues to grow as sentencing options become exhausted or themselves overcrowded due to their popularity among jurists. As the supply expands, the demand, or more specifically the public's demand, for protection becomes more demonstrative. The prison business has become a point of social economics.

Organization



Overview

Corrections, whether deemed protection, deterrence, or rehabilitation, is most often characterized through its facilities and the variety of programs and activities offered. Georgia's system of state institutions and transition centers extends the limits of security with appropriate treatment areas. From the extreme maximum security components of Georgia State Prison to the boot-camp style "shock incarceration" units of Dodge Correctional Institution and the Al Burruss Correctional Training Center to alcohol treatment emphasis at Bostick Correctional Institution, the system encompasses a wide spectrum of incarceration tempered with individual attention.

As corrections approaches the final decade of the twentieth century, it is becoming more apparent that the prison system is progressively becoming the social catch-basin for the nation. As social problems become identified in the public, they become intensified within the prison setting. The spread of AIDS is hardly restricted to the unincarcerated; the gradual aging of the nation's population is well reflected in the growing number of aged and infirmed inmates; the volatile behavior of street corner gang mentality does not necessarily diminish at the moment of adjudication. Corrections populations are compressed packages of social ills, pitfalls, and shortcomings.

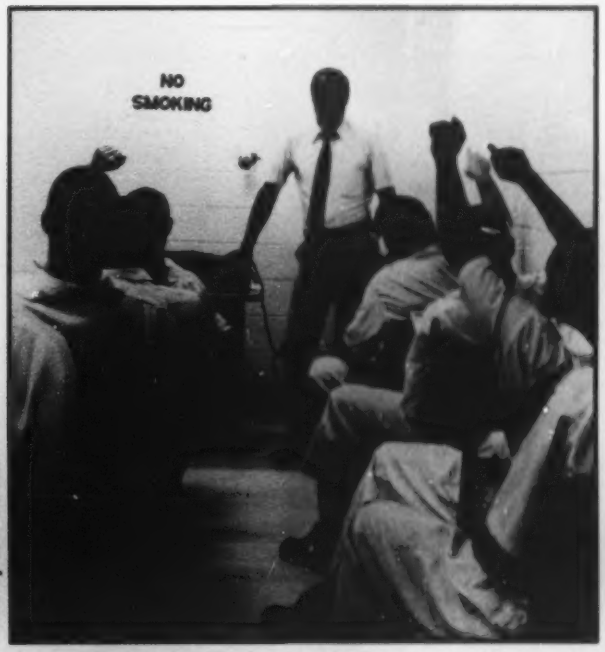


Photo by Eric Christian

Group counseling/educational session

Photo by Richard A. LaMarre

Institutional inmate labor

Through the support of the governor and general assembly, the Georgia Department of Corrections, within its facilities, seeks to fulfill its mission of providing public safety through a variety of approaches:

—Carefully manages an operational budget of $281,567,356.

—Utilizes the skills of nearly 7,000 employees in corrections and probation (parole activities are managed by another state agency) in supervising approximately 16,500 adult offenders and 110,000 adult probationers.

—Operates 25 state institutions and 5 transition centers (halfway houses).

—Contracts with 27 county governments which house over 2200 state convicted inmates who perform tax saving labor in local jurisdictions.

—Houses approximately 700 female inmates at the Georgia Women's Correctional Institution in Hardwick, Georgia, and three women's transitional centers statewide.

—Emphasizes training and programming for the many inmates suffering from mental health or mental retardation disorders.

—Encourages educational programs allowing an inmate the opportunity to pursue anything from Literacy/Remedial Reading and Adult Basic Education to General Education Development to various levels of college degrees.

—Stresses vocational/rehabilitation programs including, but not limited to, auto mechanics and body repair, upholstery, masonry, carpentry, small engine repair, heating and air conditioning, cosmetology, dental lab instruction, and much more.

—Offers religious services for all Protestant, Catholic, Jewish, and Moslem religions, and observes all inherent holidays and practices.

—Provides fire protection for institutions and surrounding communities through state certified training programs for those inmates more desirous and qualified for fire fighting careers.

—Saves the state's taxpayers approximately $1,500,000 annually through a sophisticated system of food production, preparation and storage.

—Provides special counseling to women, including weekend visitation programs for mothers and their children.

—Encourages inmate expression through original theatre, poetry and art competition and concerts.

—Provides state level inmate competition in football, basketball, softball, volleyball and track.

—Coordinates a system of approximately 1000 individuals and groups who work with inmates on a strictly volunteer basis.

Inmates working on institutional farms produce much of their own food.

Inmate and Probation Facilities